

Building From the Bottom Up

Upward mobility survey of low-wage workers
(Results by Race)



Harvard
Business
School

Managing the Future
of Work



Notes

Worker Survey – Race

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Introduction:

This deck represents the results from an online survey of 1,025 U.S. low-wage workers conducted September–November 2020 by the Project on Managing the Future of Work at Harvard Business School. The survey questionnaire is also available on our website. This deck shows the survey results by race of the respondent.

Please direct inquiries to:

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Preferred citation:

“Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

General notes:

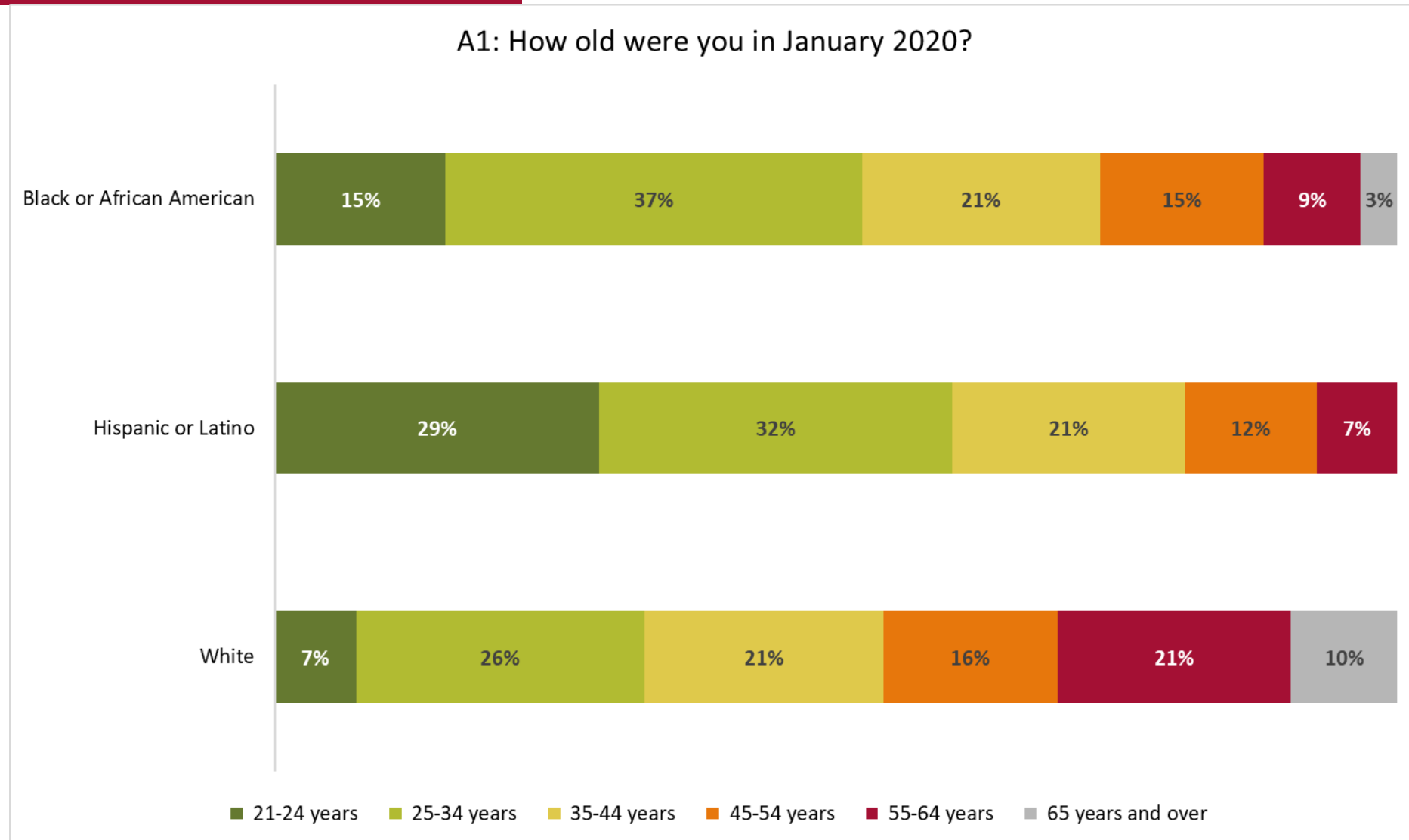
- Numbers may not sum to 100% due to rounding. All numbers are rounded to the nearest integer. However, the data is recorded to two decimal places – thus some data points labeled “0%” may be nonzero but rounded down.
- For the purposes of this survey, we define low-wage employees as full-time or part-time employees who earn hourly wages that are 200% or below the federal poverty threshold. Depending on which part of the country they work in, these employees typically earn wages around \$7 per hour (or approximately \$14,000 per year) to \$20 per hour (or approximately \$40,000 per year).
- Results in this deck are shown only for Black or African American (N=151), Hispanic or Latinx (N=111), or White (N=750) respondents, unless N’s are otherwise noted. Respondents also had the option to select Middle Eastern or North African (N=2), Asian or Asian American (N=26), American Indian, Alaska Native, or Other Indigenous (N=15), Native Hawaiian or Other Pacific Islander (N=6), Prefer to self-describe (N=9), or Prefer not to answer (N=7), but results for these groups are not shown due to small sample sizes. Note that respondents could select multiple races, so there may be some overlap between the groups.

Section A

Screening Questions

Section A

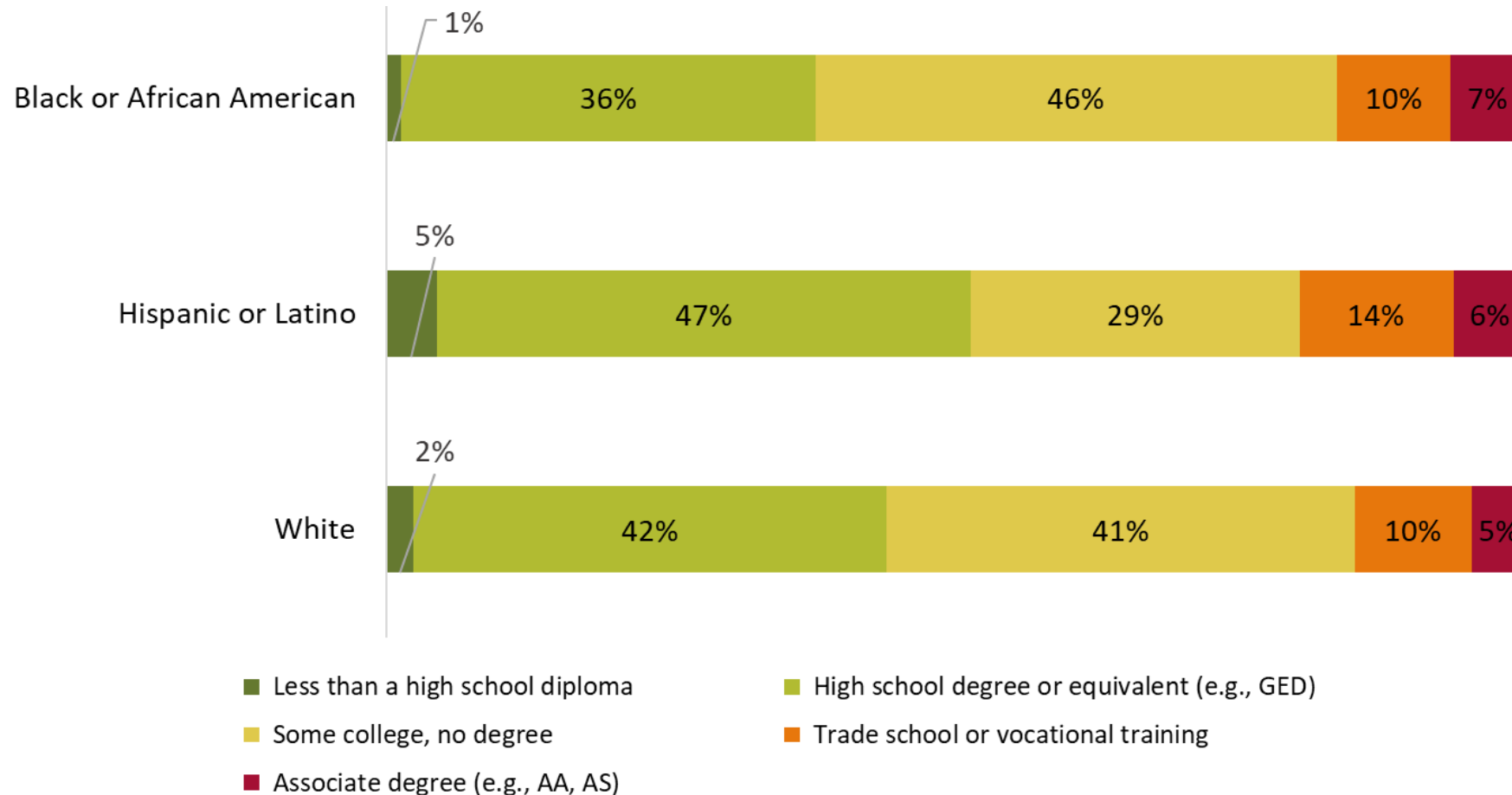
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section A

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

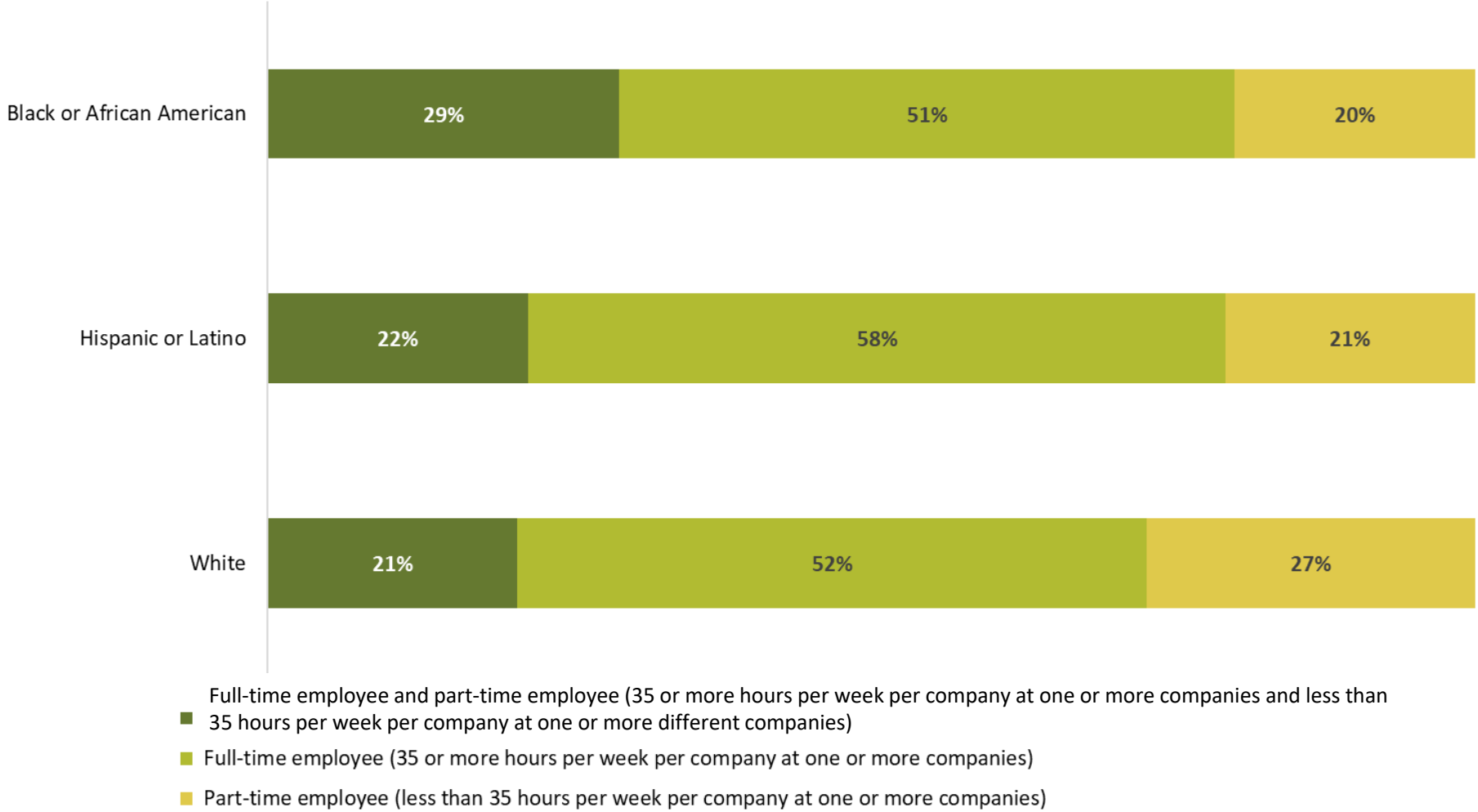
A3: What was the highest level of education you had completed by January 2020? If you were pursuing a degree or in the midst of training at that time, please choose the highest level already completed.



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section A

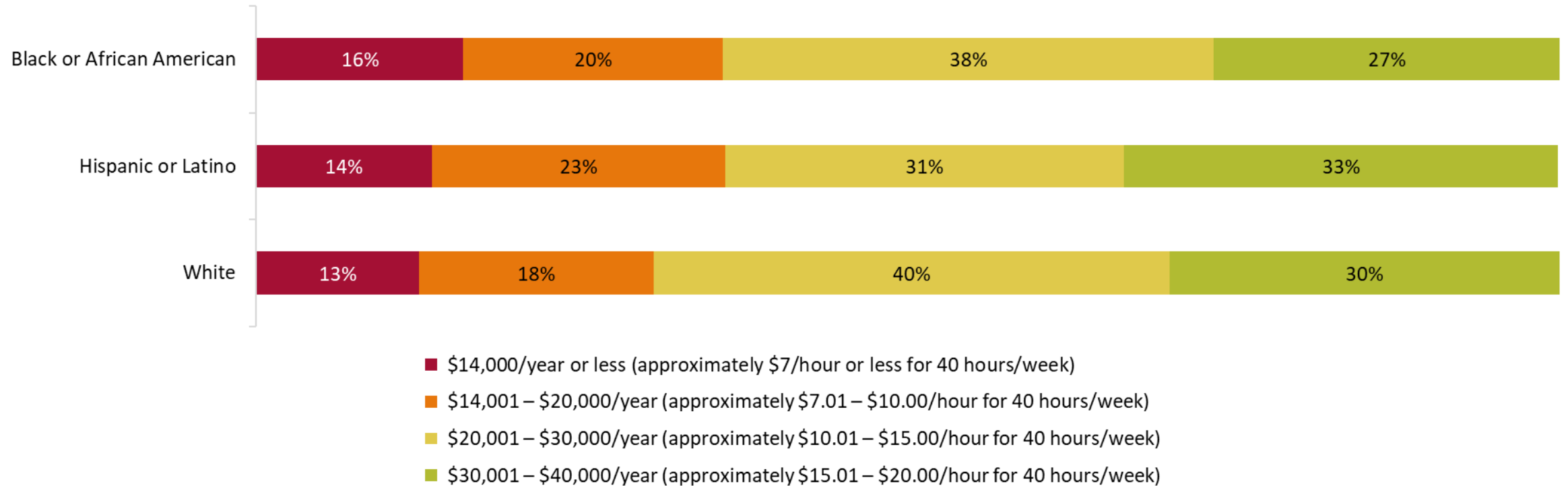
A4: Which of the following best describes your employment status in January 2020?



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

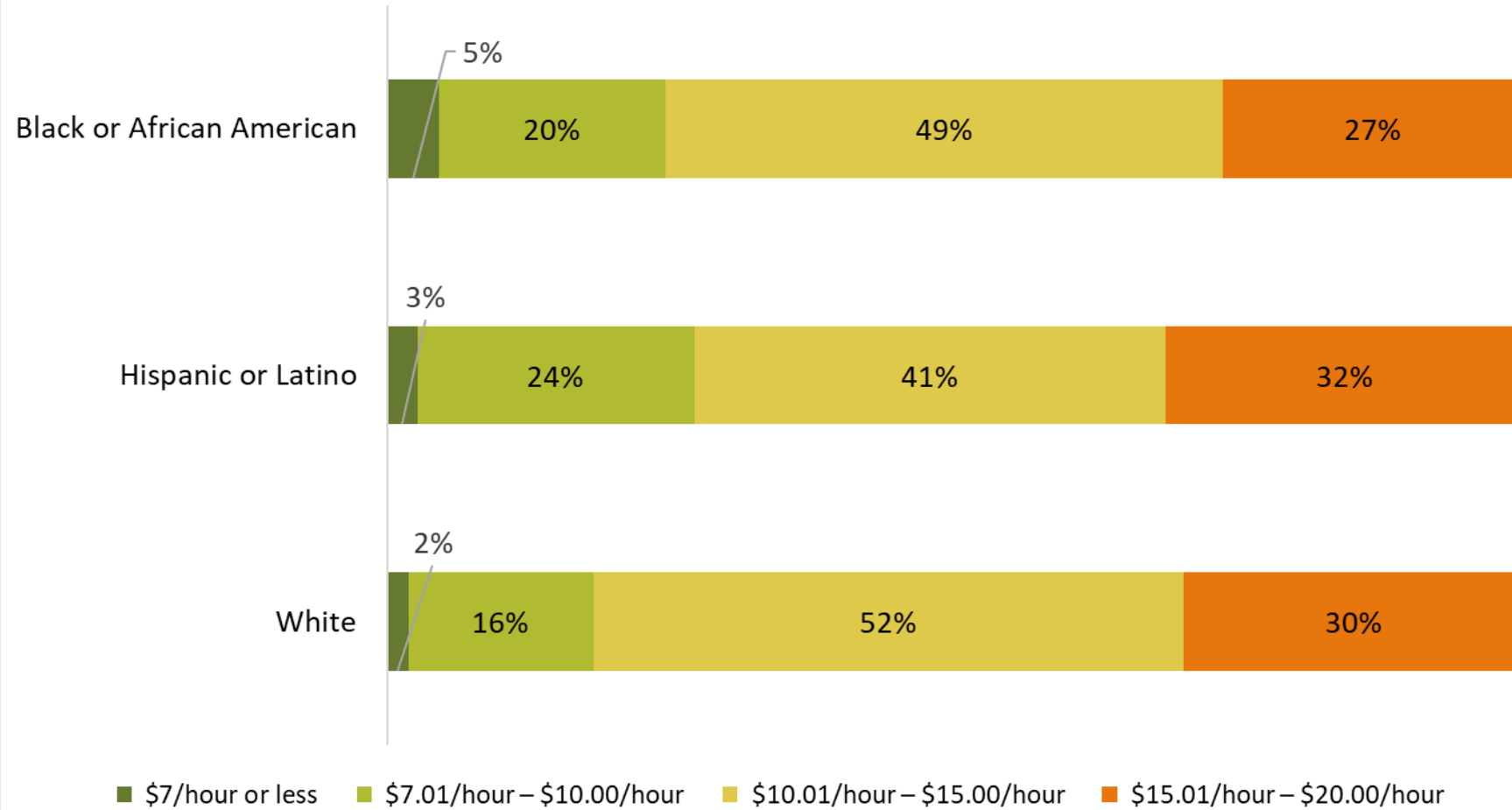
A4new: What was your expected total annual income from all companies you worked at in January 2020? Please include tips and commissions.



Section A

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

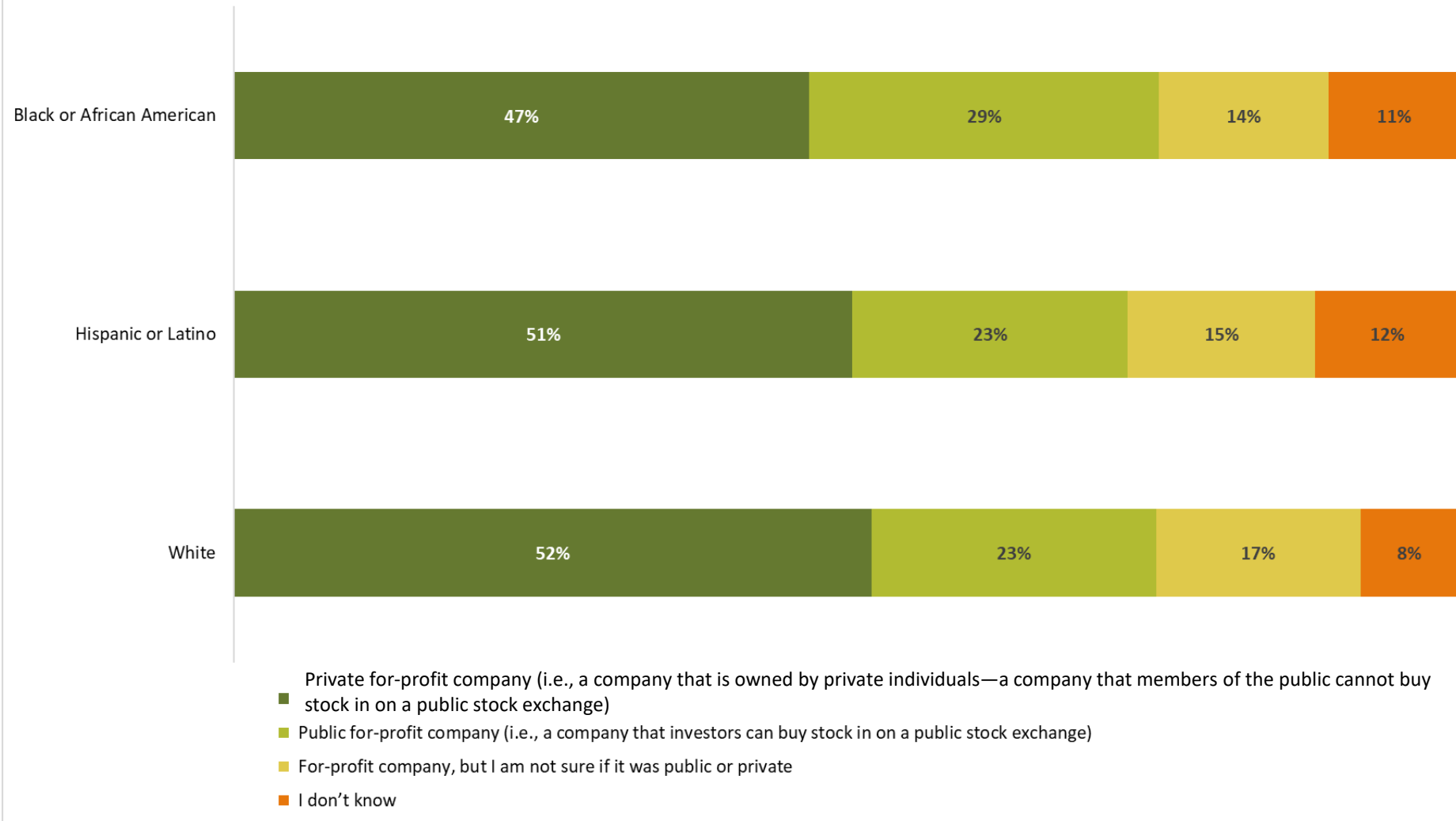
A5new: What was your average hourly wage at your primary company in January 2020? Please include tips and commissions.



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

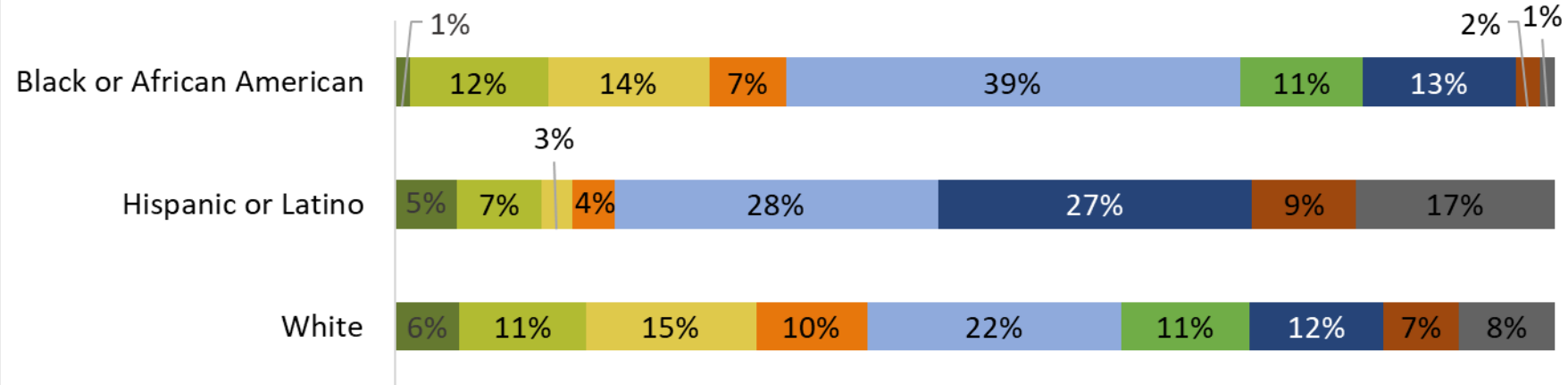
A5: In January 2020, was your primary company a:



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A6: Which region did you work in (i.e., where was your primary physical worksite located) in January 2020?

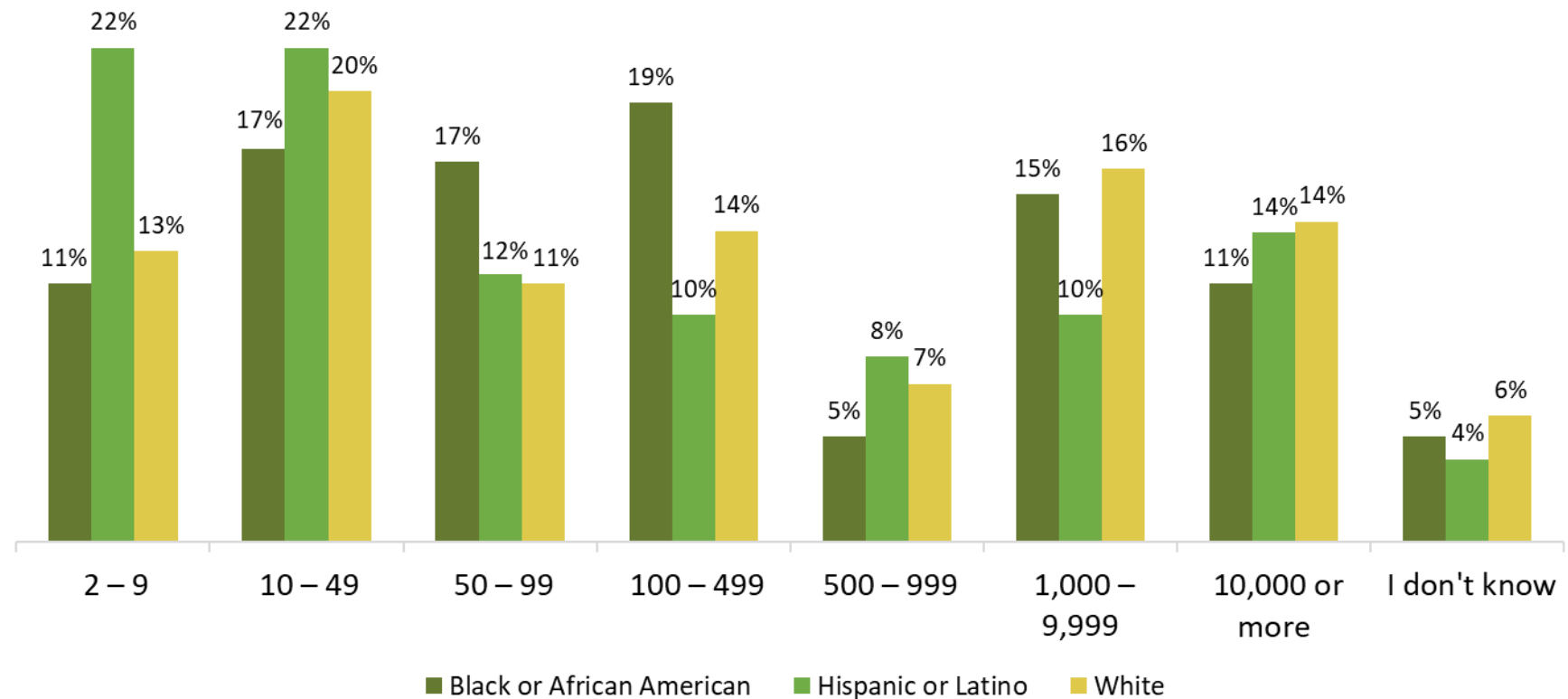


- New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
- Middle Atlantic (New Jersey, New York, Pennsylvania)
- East North Central (Indiana, Illinois, Michigan, Ohio, Wisconsin)
- West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)
- South Atlantic (Delaware, Washington D.C., Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)
- East South Central (Alabama, Kentucky, Mississippi, Tennessee)
- West South Central (Arkansas, Louisiana, Oklahoma, Texas)
- Mountain (Arizona, Colorado, Idaho, New Mexico, Montana, Utah, Nevada, Wyoming)
- Pacific (Alaska, California, Hawaii, Oregon, Washington)

Section A

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

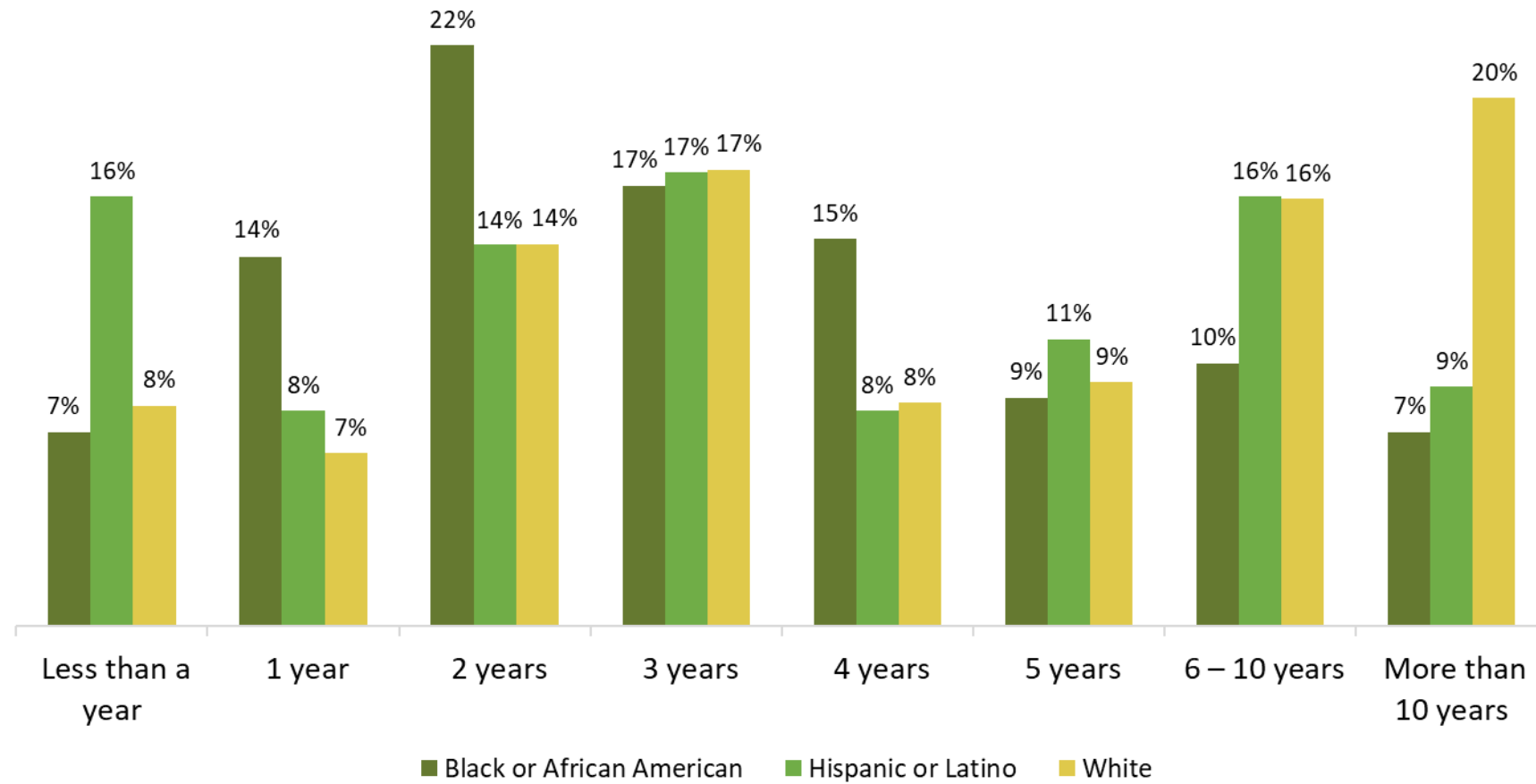
A7: Approximately how many workers did your primary company employ in January 2020? If your company has multiple locations, please include workers at all locations, including corporate headquarters, subsidiaries, and any company branches.



Section A

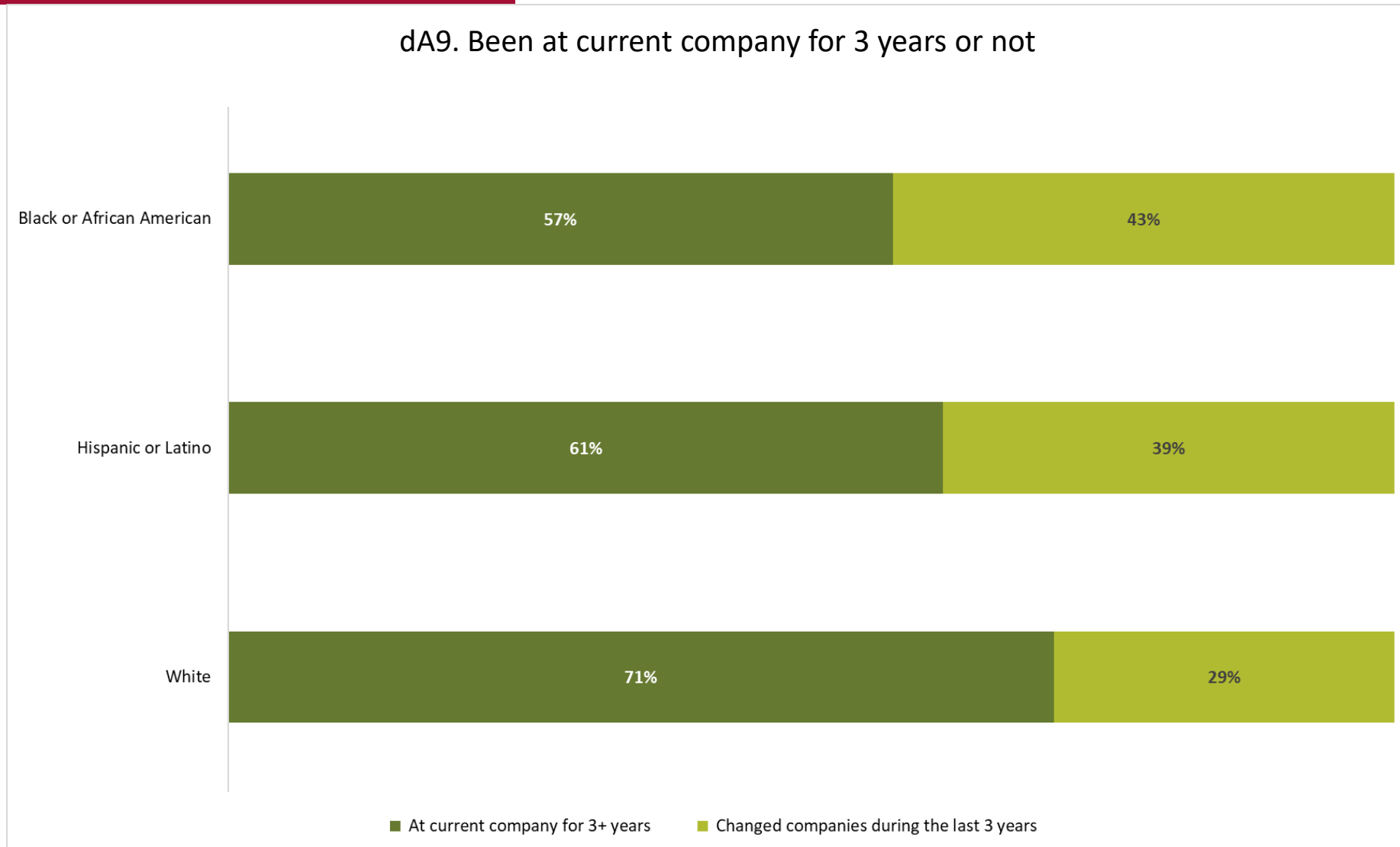
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A9: How long had you been working at your primary company as of January 2020?



Section A

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

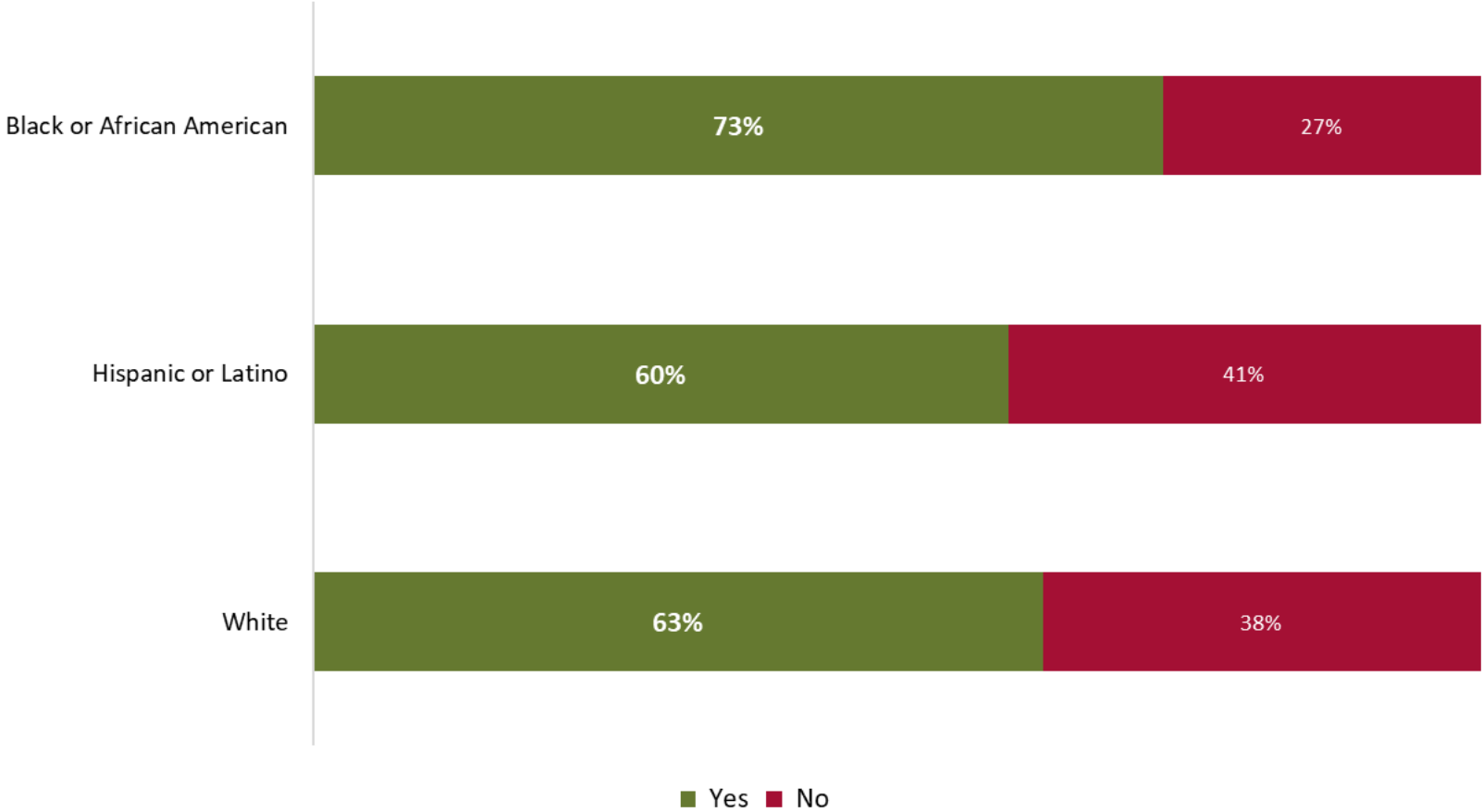


Note: this is calculated based on responses to the previous question A9

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

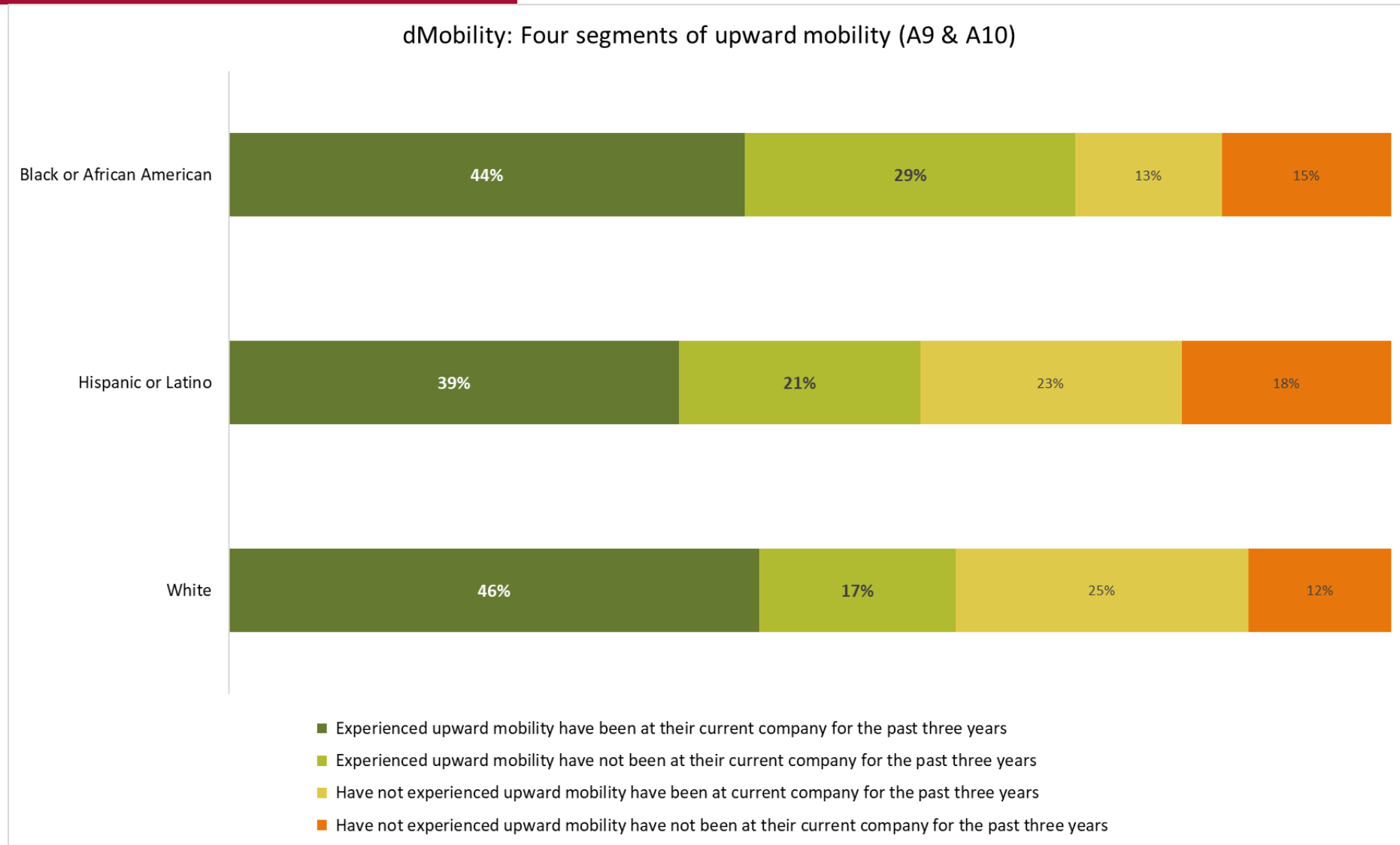
Section A

A10: Did you receive a promotion, a pay increase due to your job performance, or both between January 2017 and January 2020 at any company you worked at during that time (or by changing companies)?



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

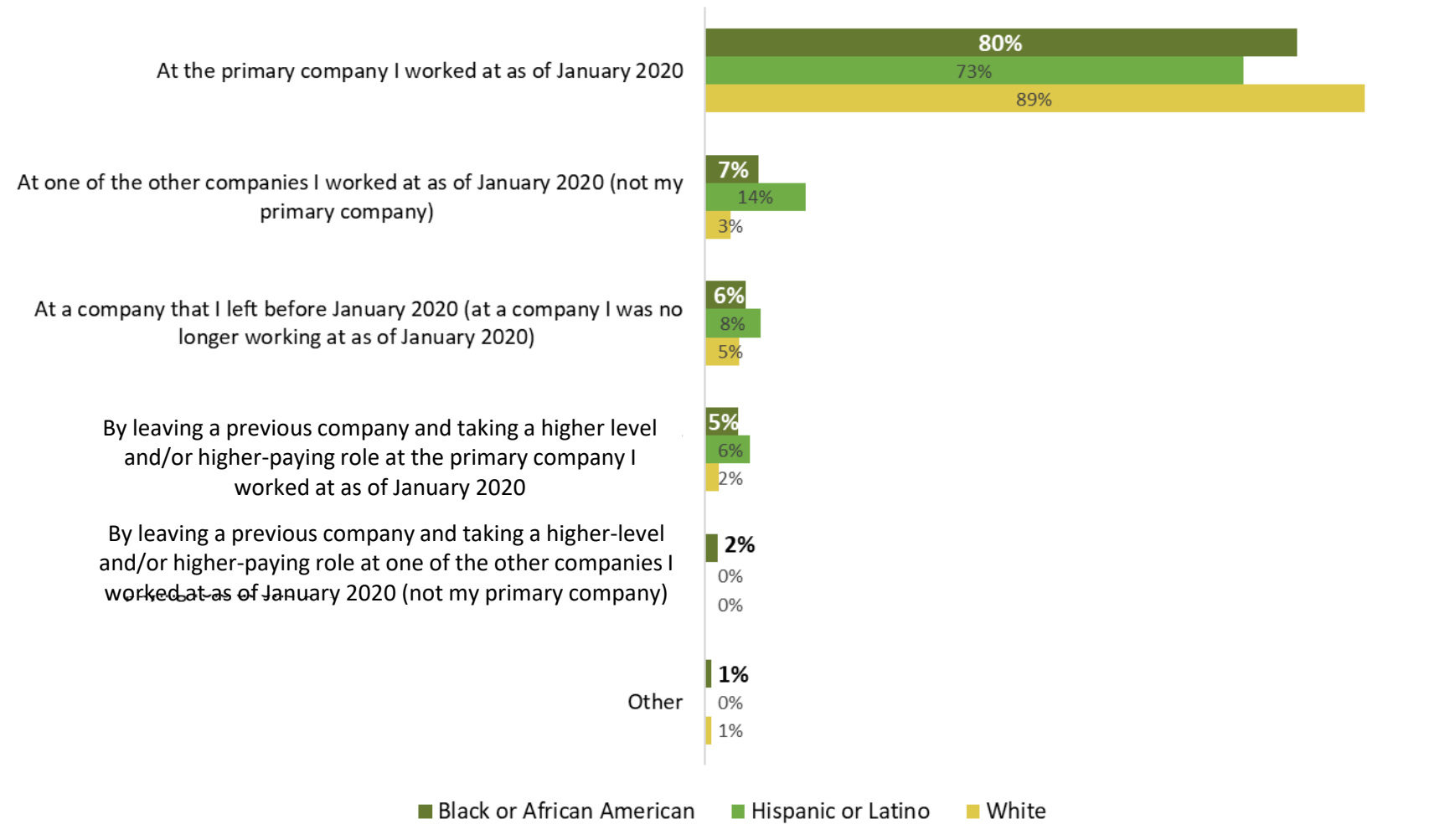


Note: this is calculated based on responses to the previous questions A9-A10

Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A11: Where did you get that pay increase or promotion?

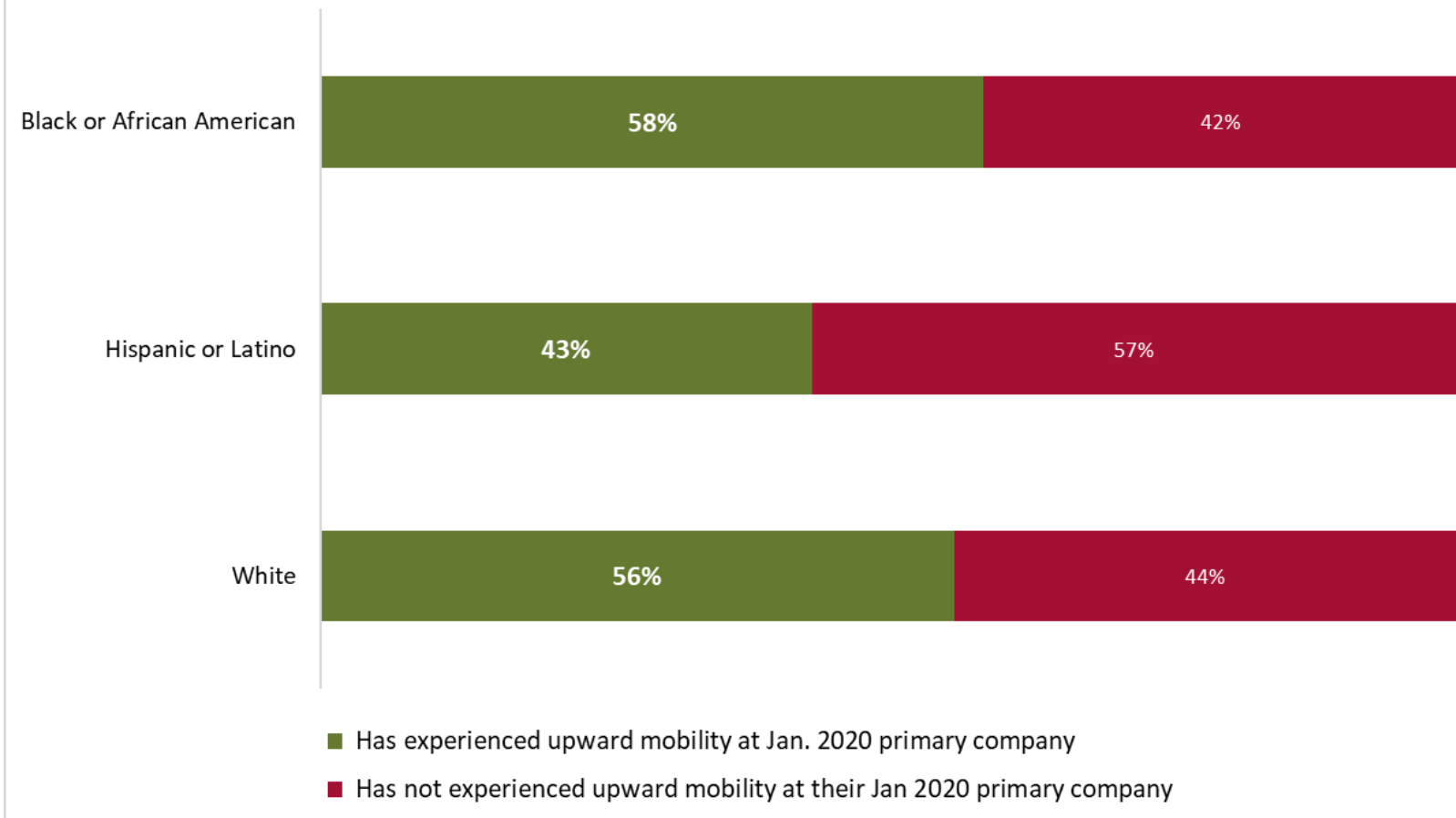


Note: Only those who achieved upward mobility (answered “yes” to question A10) answered this question

Section A

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

dA11: Experienced upward mobility at primary company vs. no upward mobility at primary company



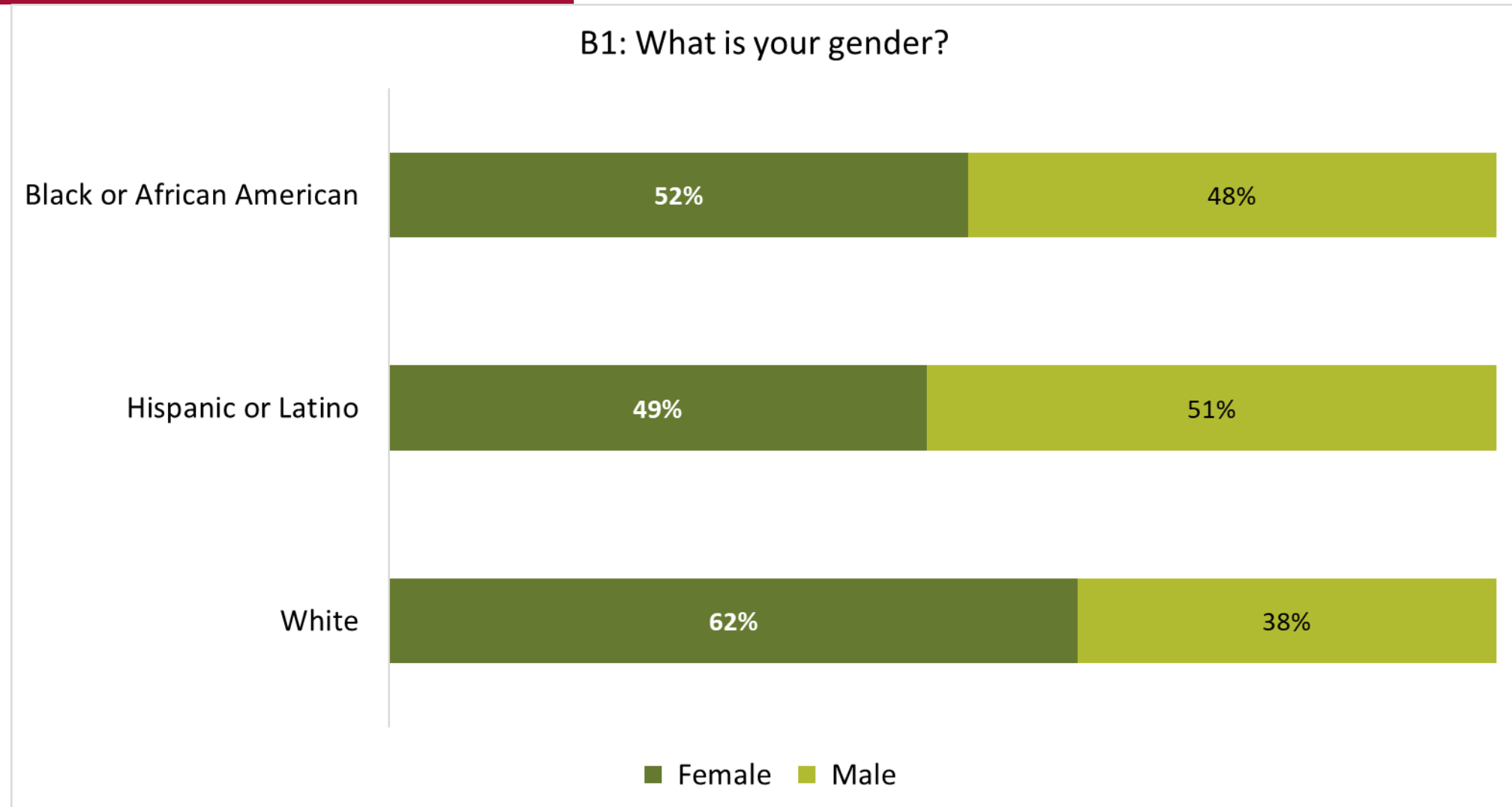
Note: this is measuring upward mobility only at a respondent's primary company, based on questions A10 and A11. The red category could include people who have achieved upward mobility in the past three years, but not at their current company as of January 2020.

Section B

About you

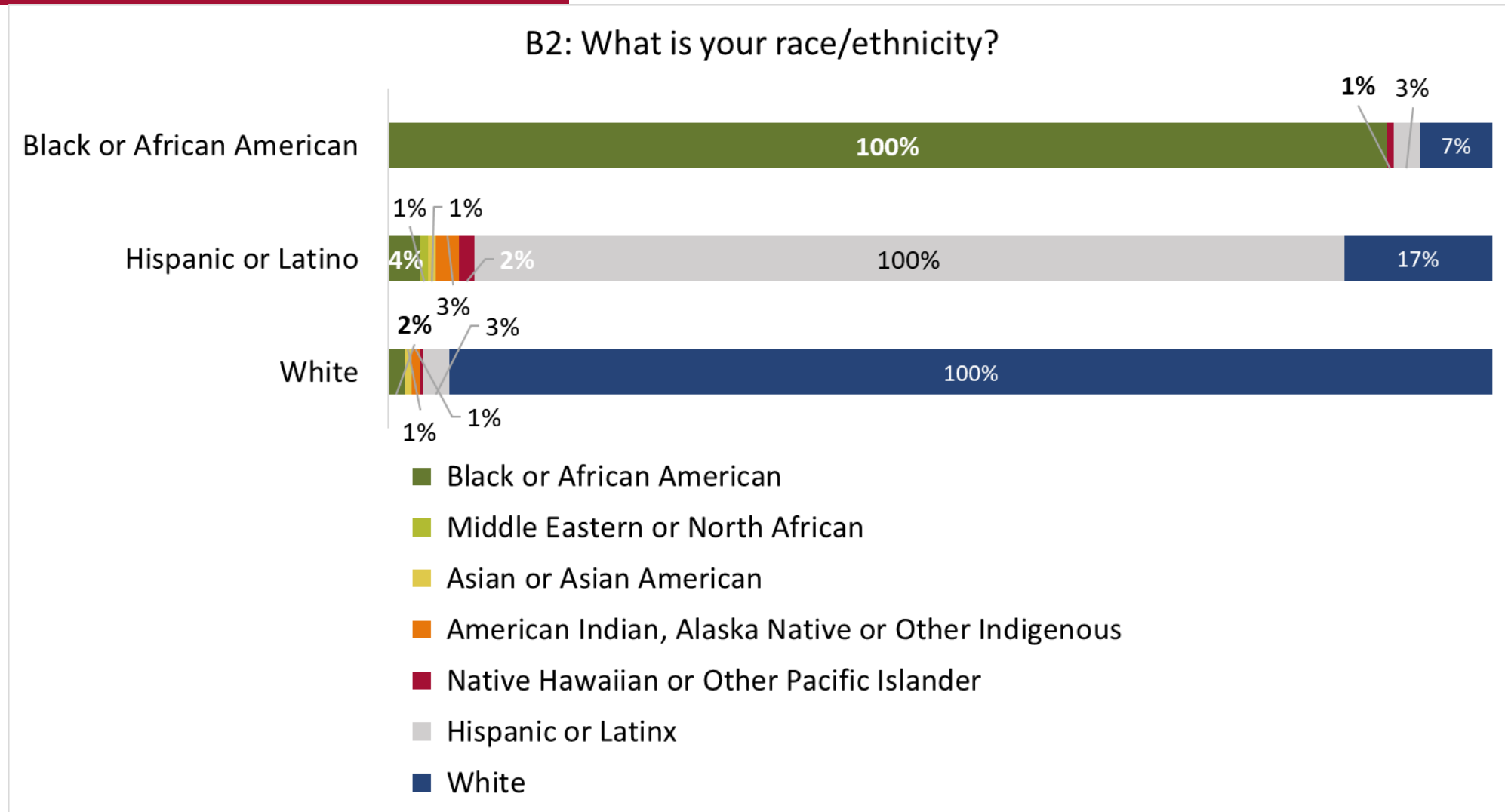
Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

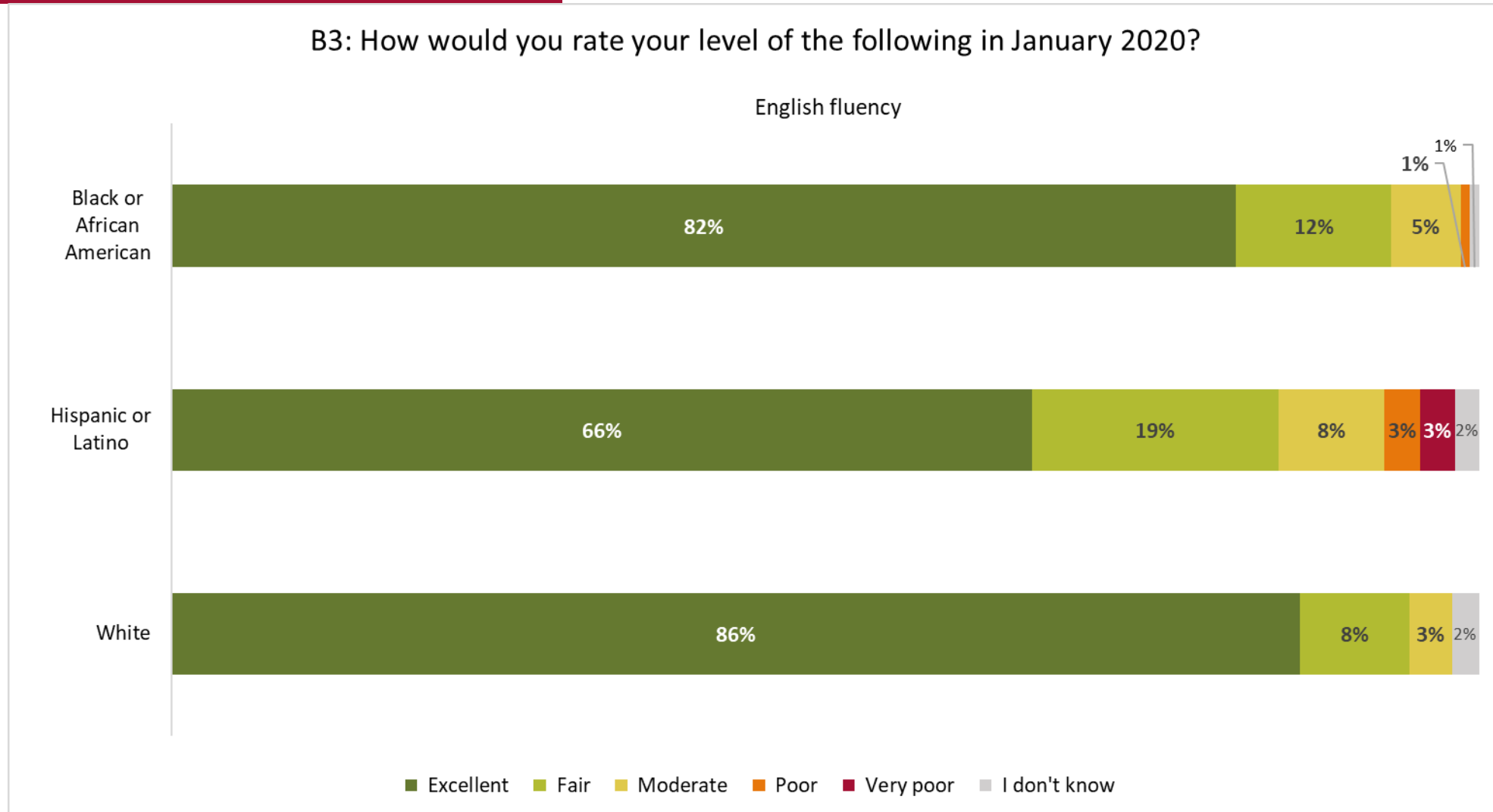


Note: Respondents could select all that apply.

Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

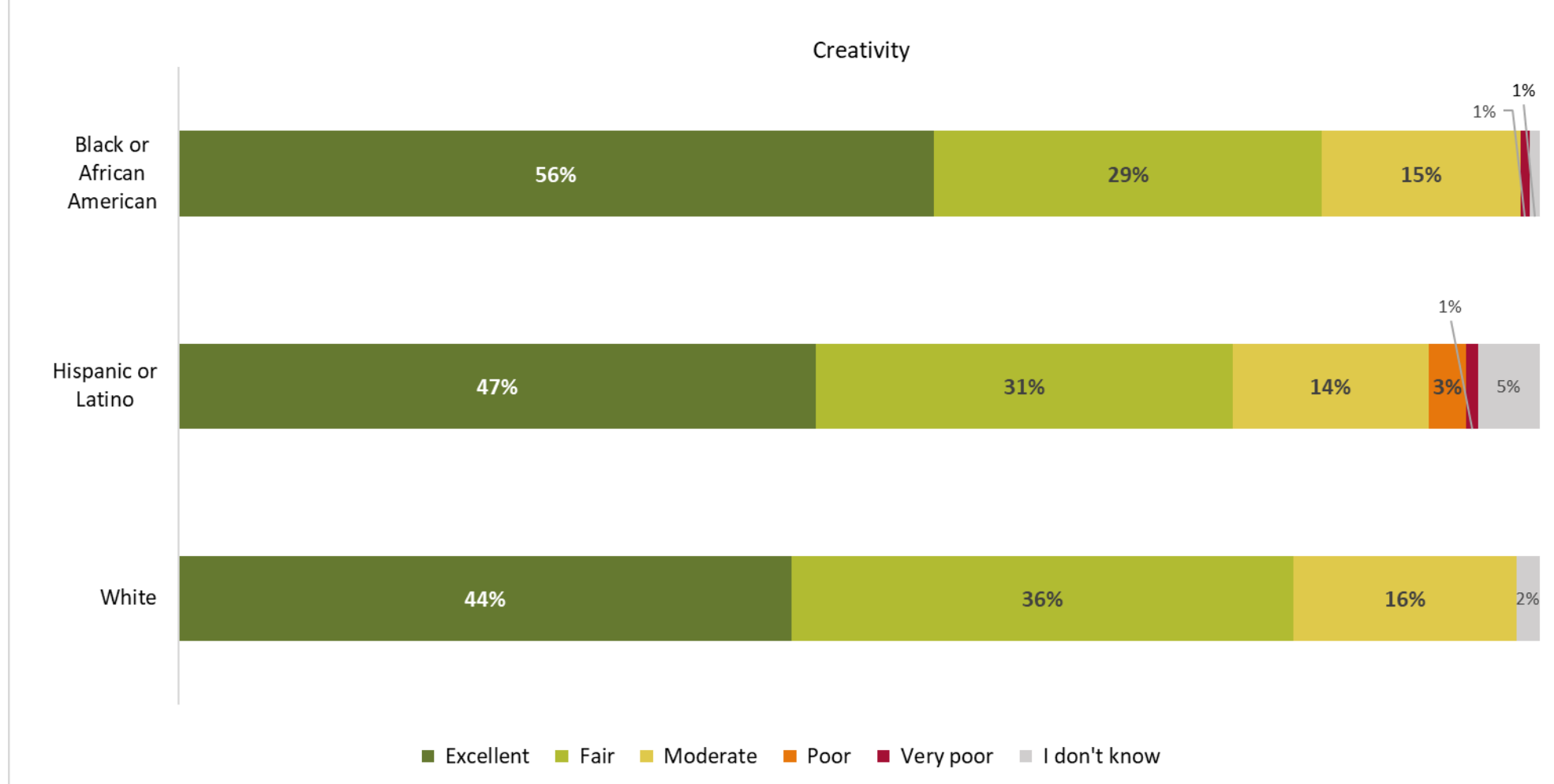
B3: How would you rate your level of the following in January 2020?



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

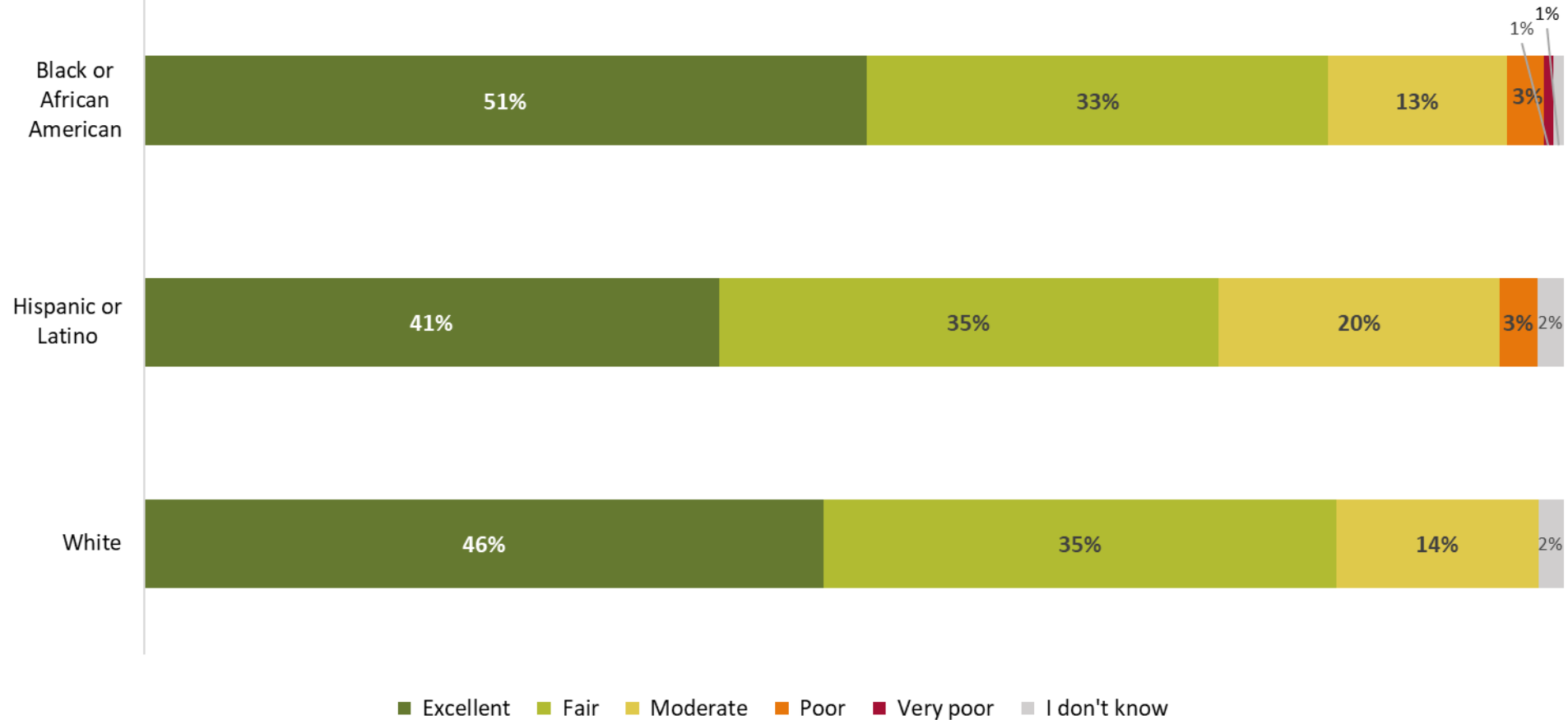


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

Quantitative skills (i.e., the ability to use data and numbers)

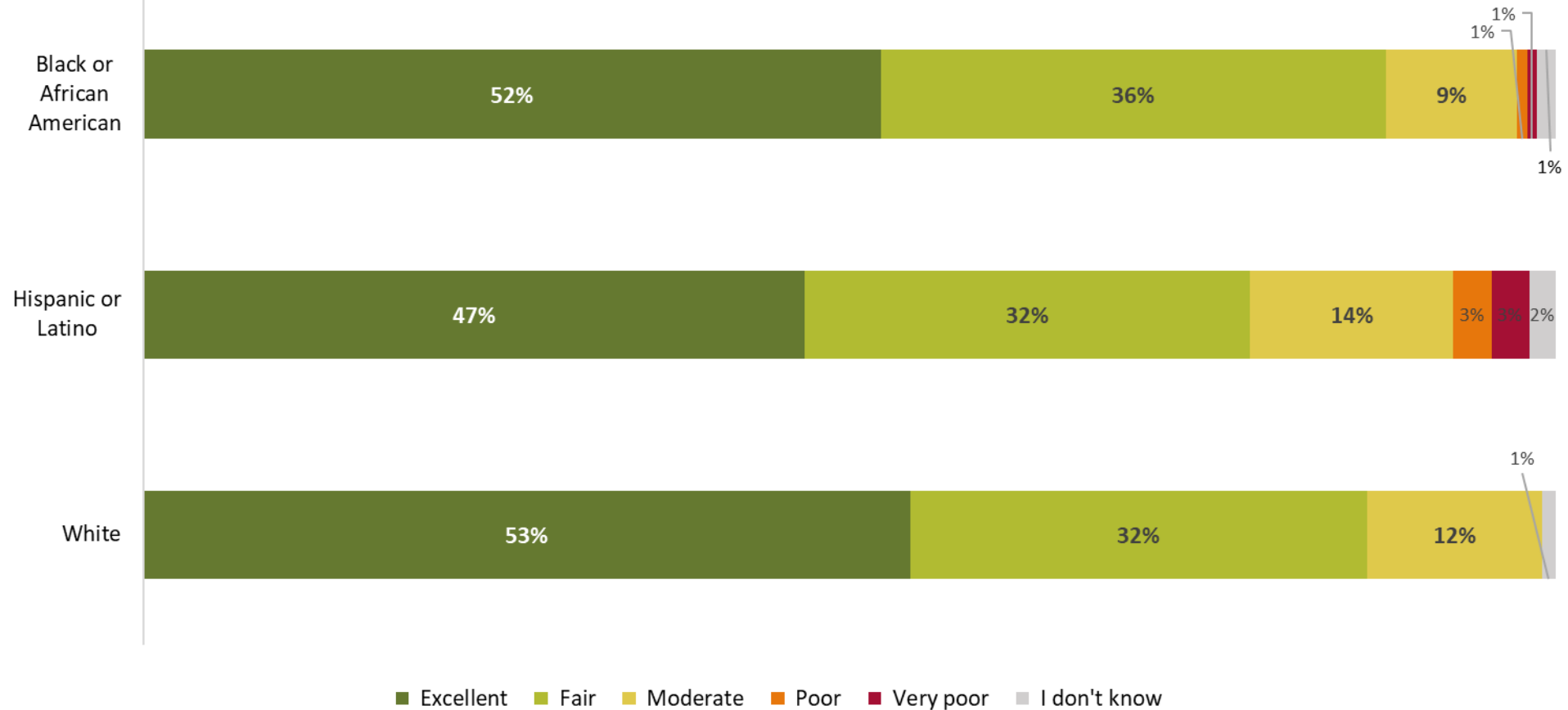


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

Relationship-building skills

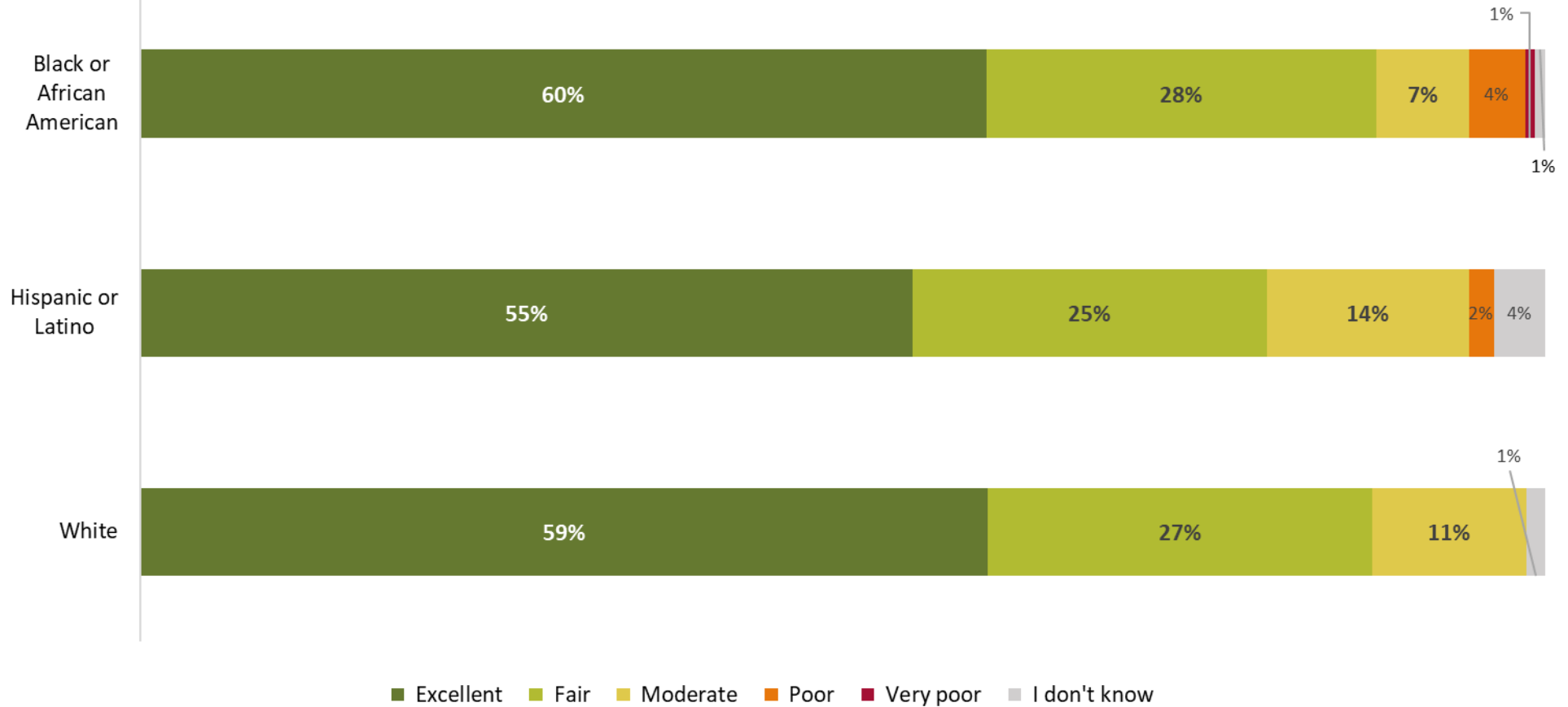


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

Communication skills (i.e., the ability to clearly convey information to another person)

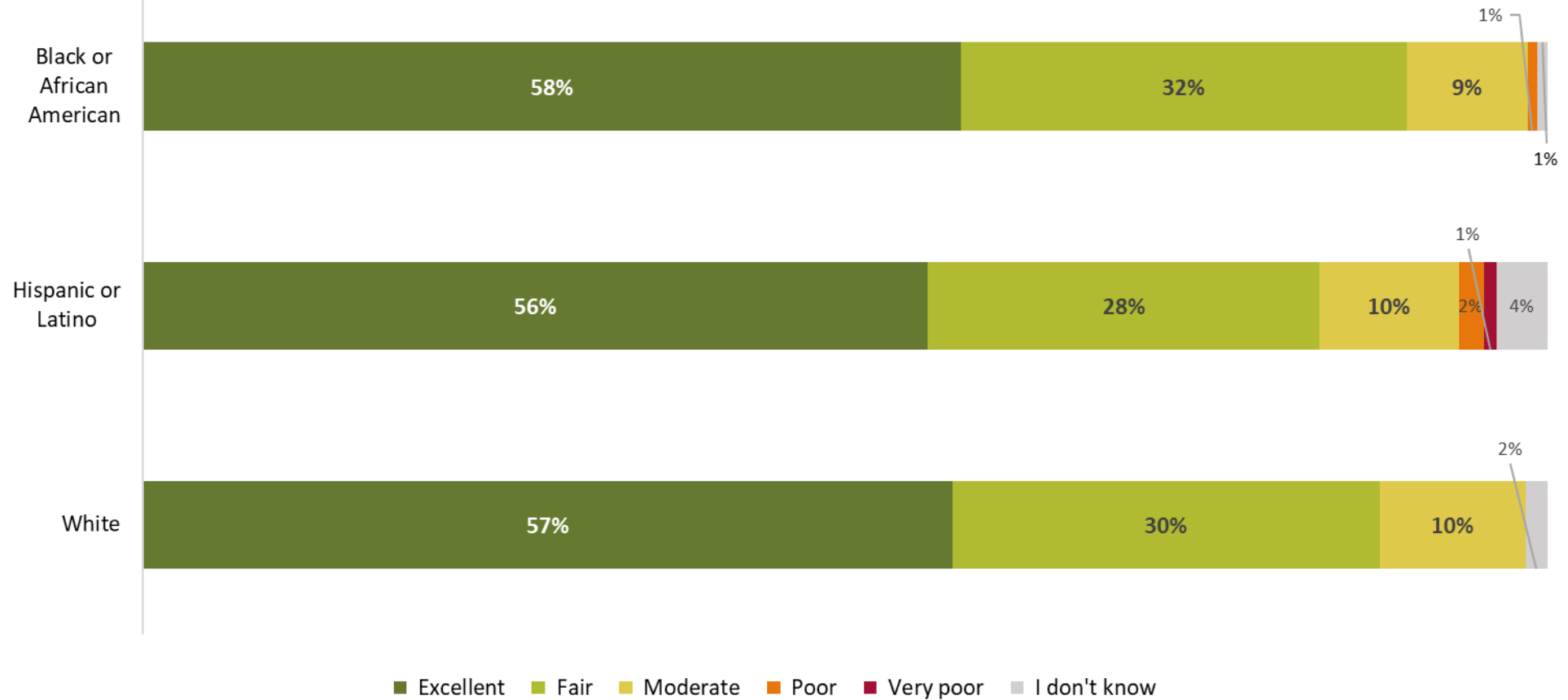


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

Critical thinking skills (i.e., the ability to evaluate an issue and understand the connection between different ideas)

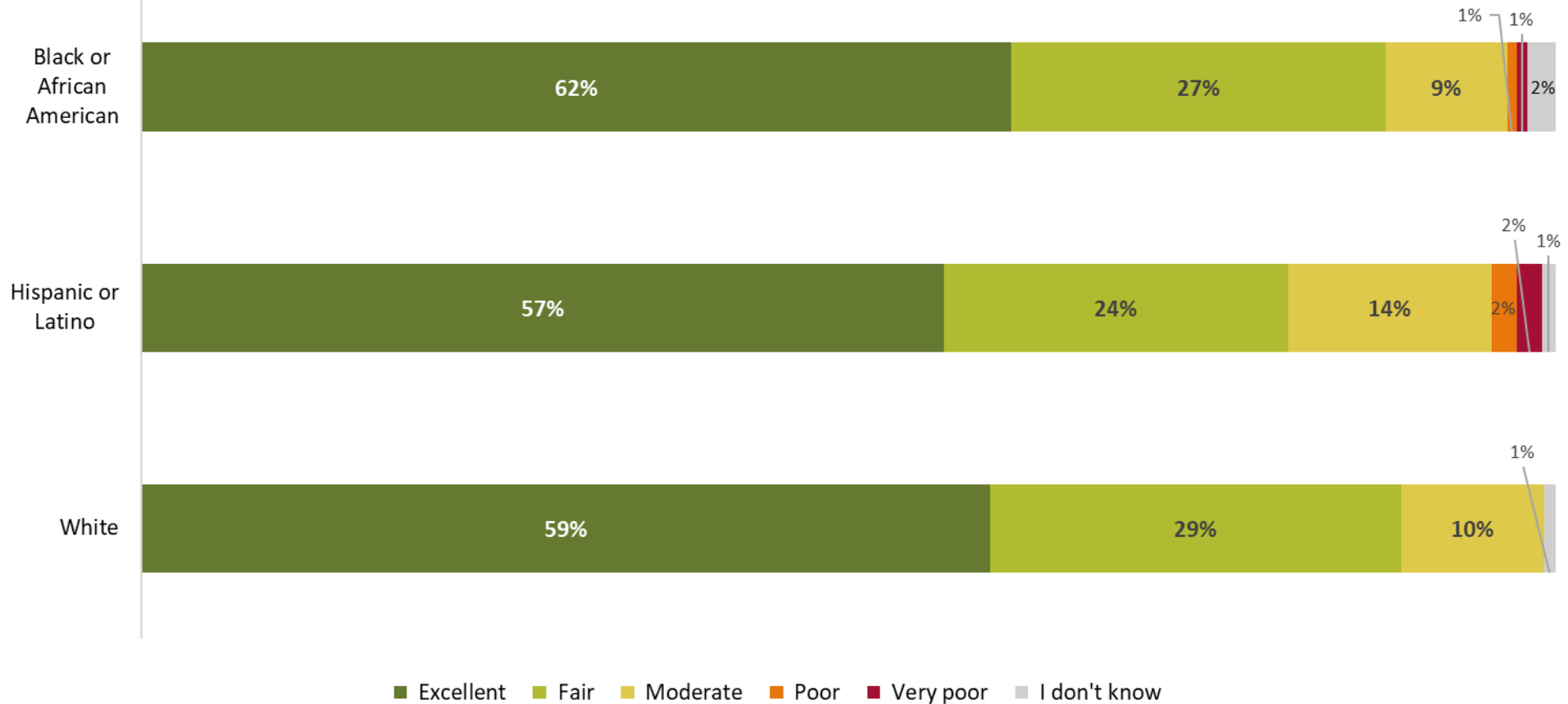


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

Problem-solving skills (i.e., the ability to collect information and solve problems based on that information)

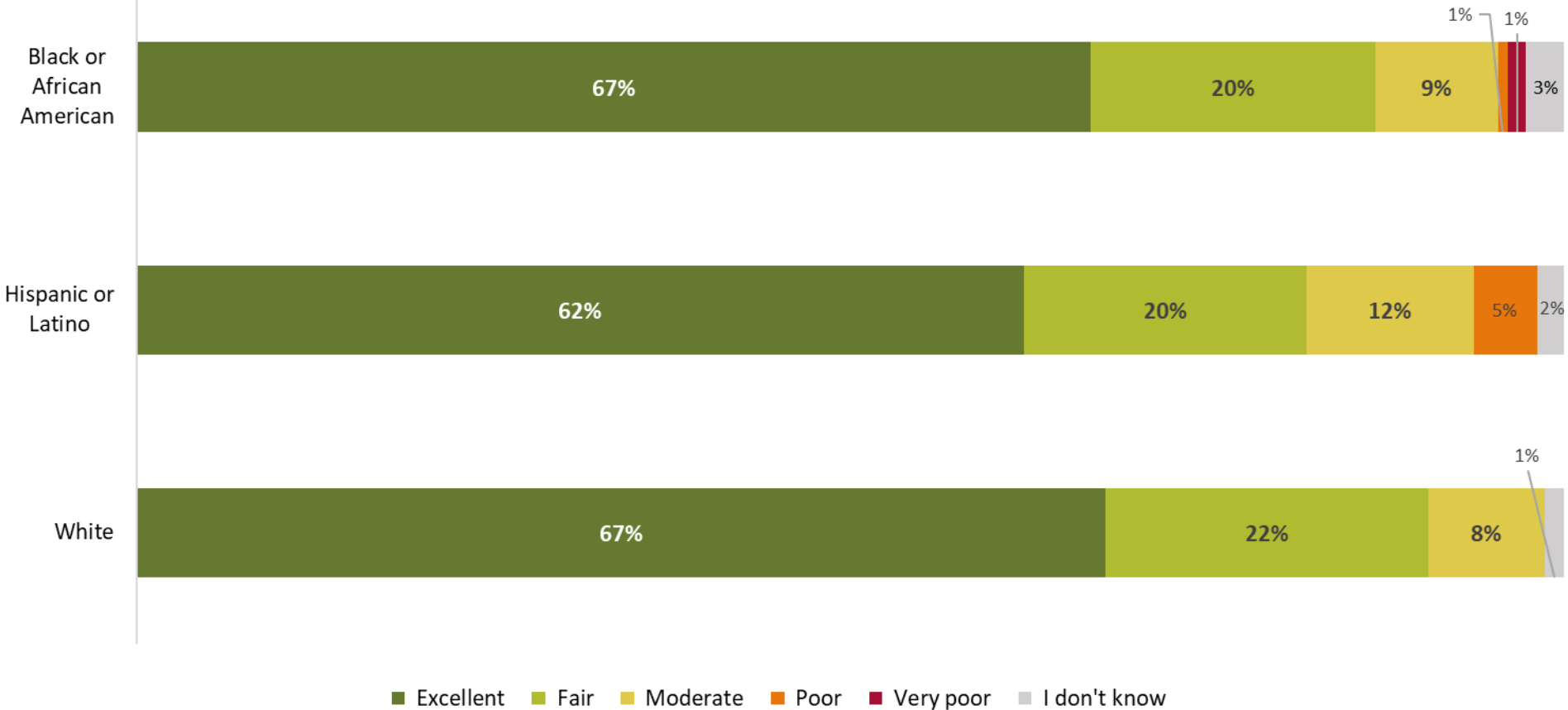


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section B

B3: How would you rate your level of the following in January 2020?

Teamwork/collaboration skills (i.e., the ability to work well with others on a team)

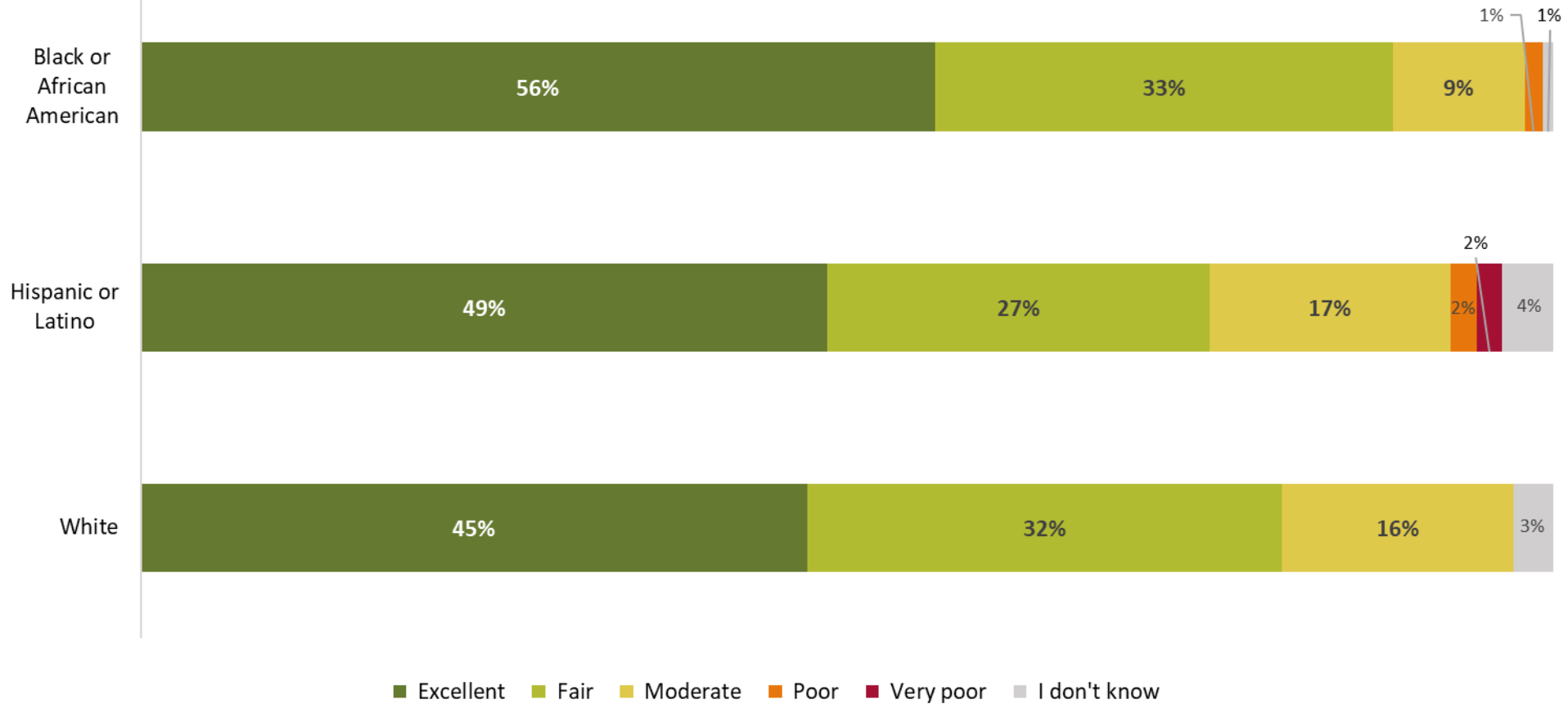


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

People leadership skills (i.e., the ability to manage other team members)

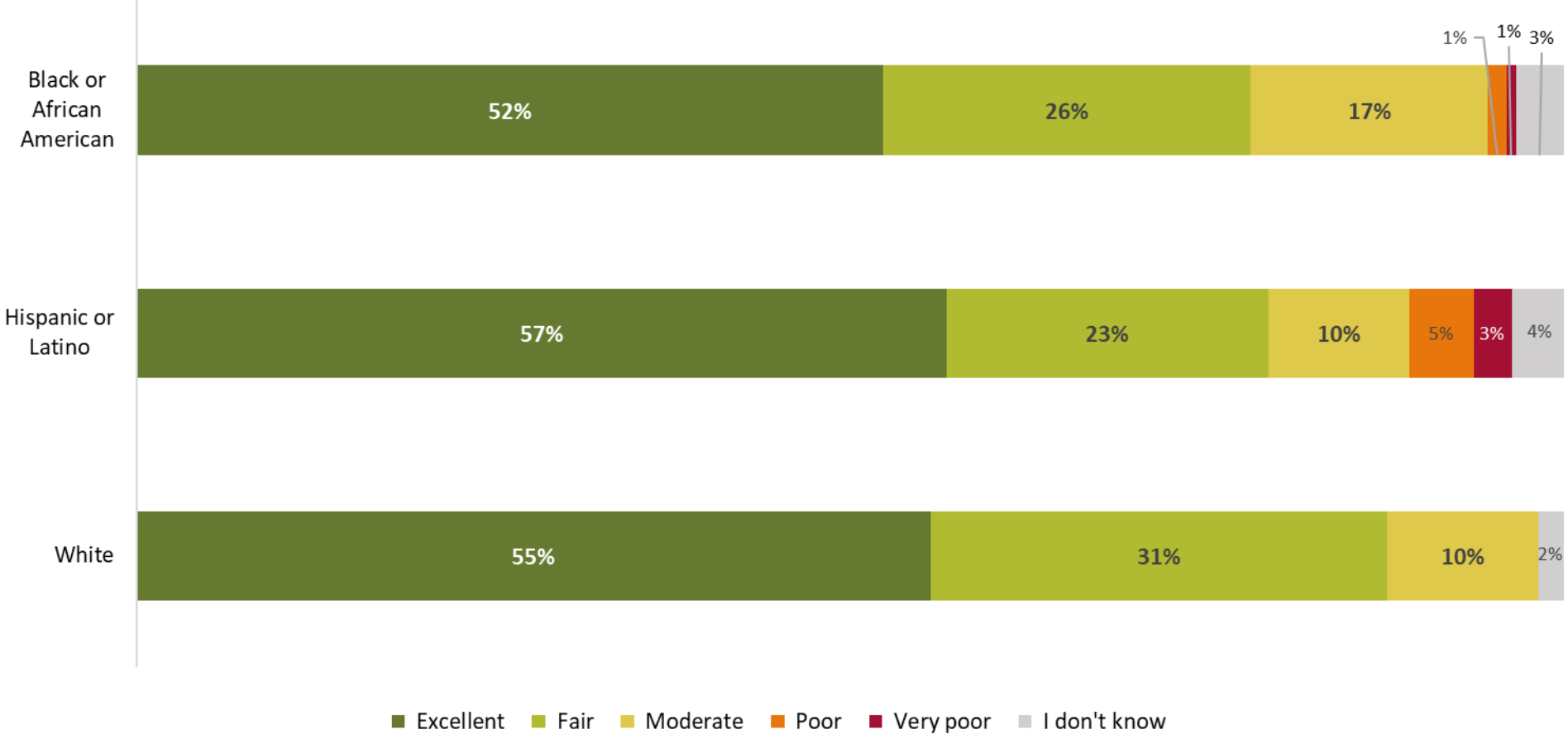


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section B

B3: How would you rate your level of the following in January 2020?

Technical skills specific to your role (i.e., knowledge of certain equipment, systems, or tools)

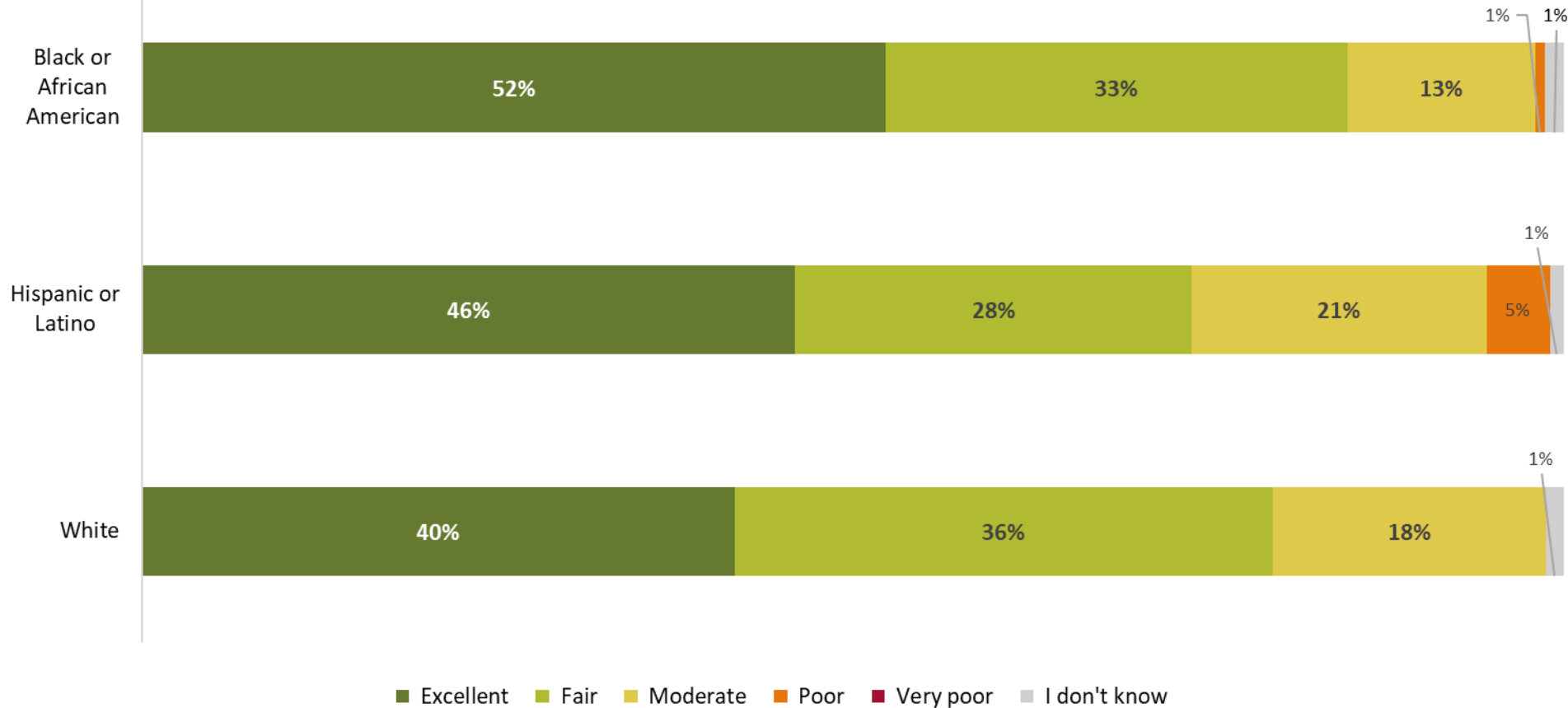


Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B3: How would you rate your level of the following in January 2020?

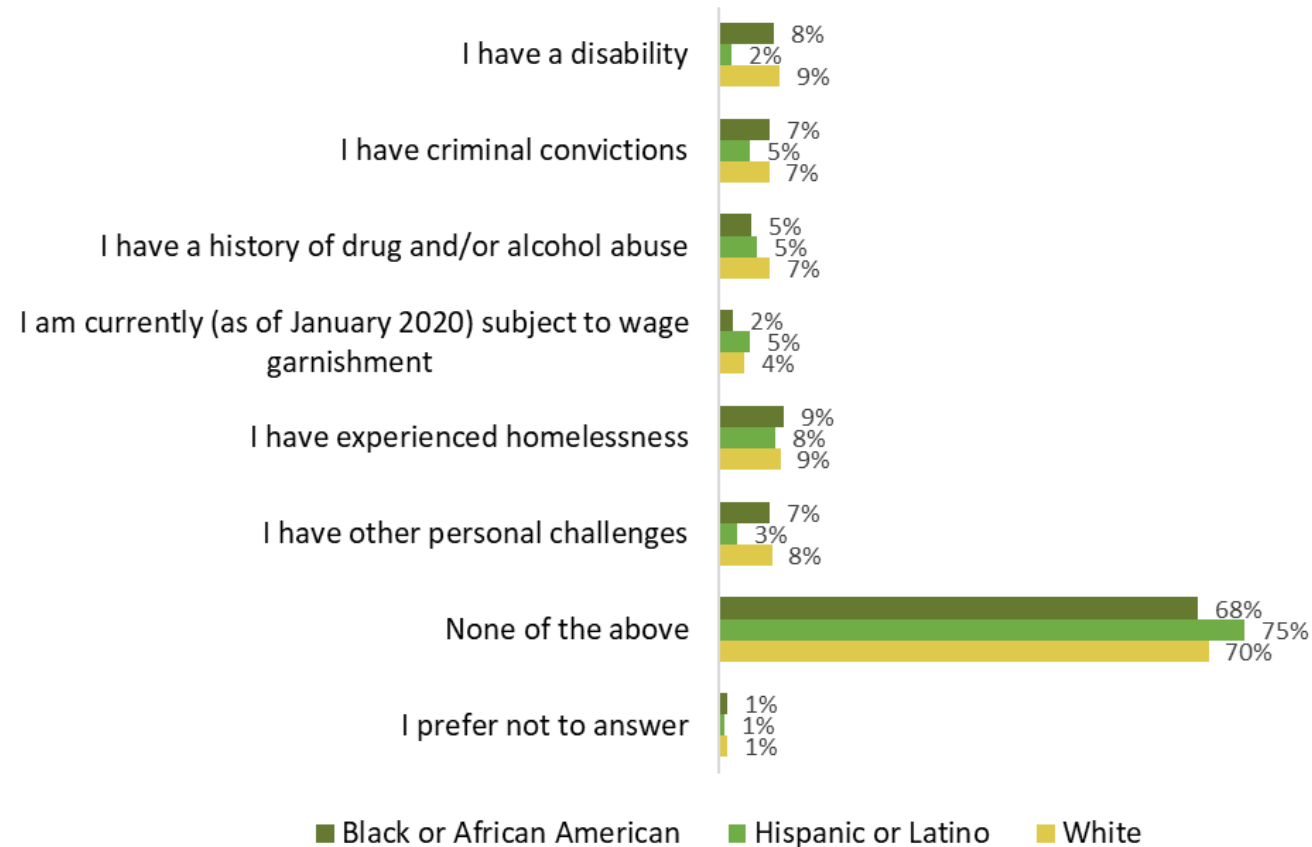
Physical skills (i.e., strength, physical endurance)



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

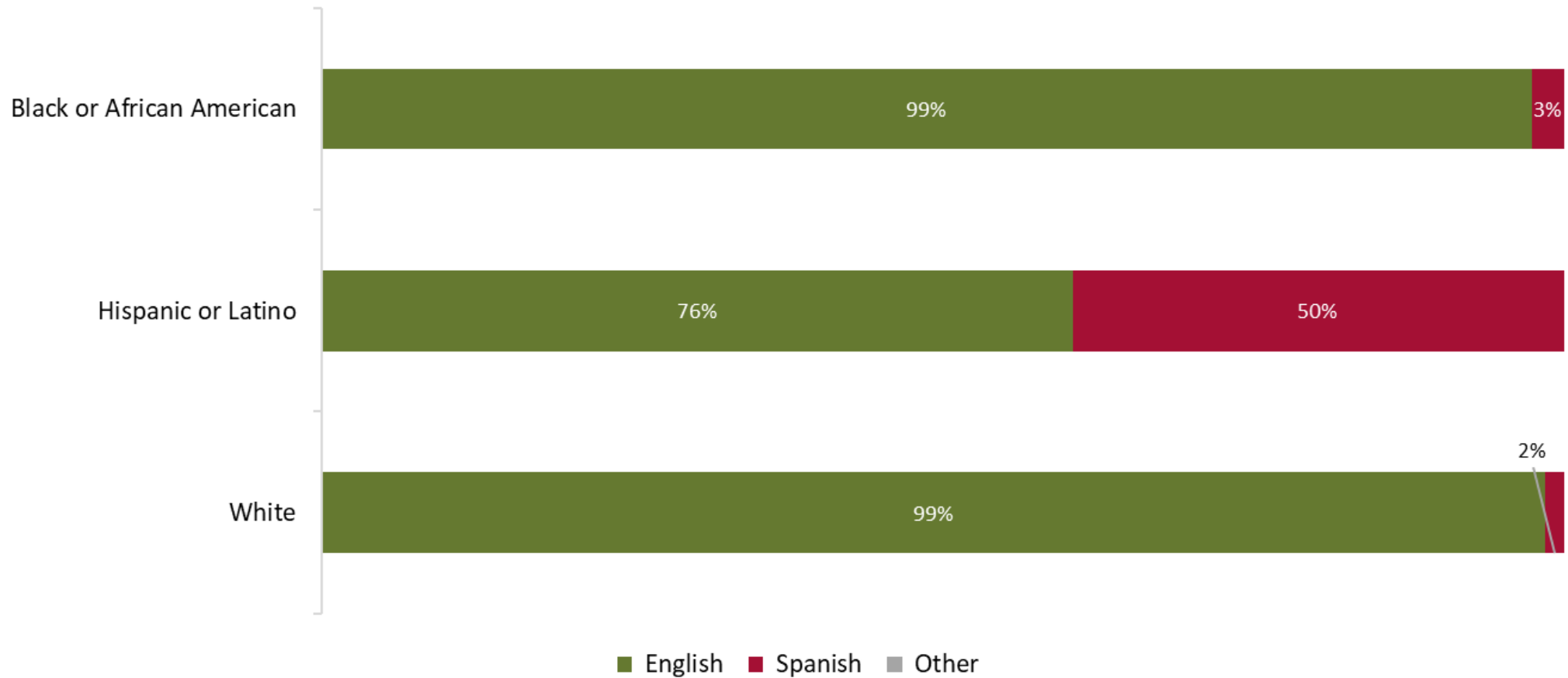
B4: To provide a more complete picture of the personal challenges that can limit upward mobility, please mark whether any of the following apply:



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

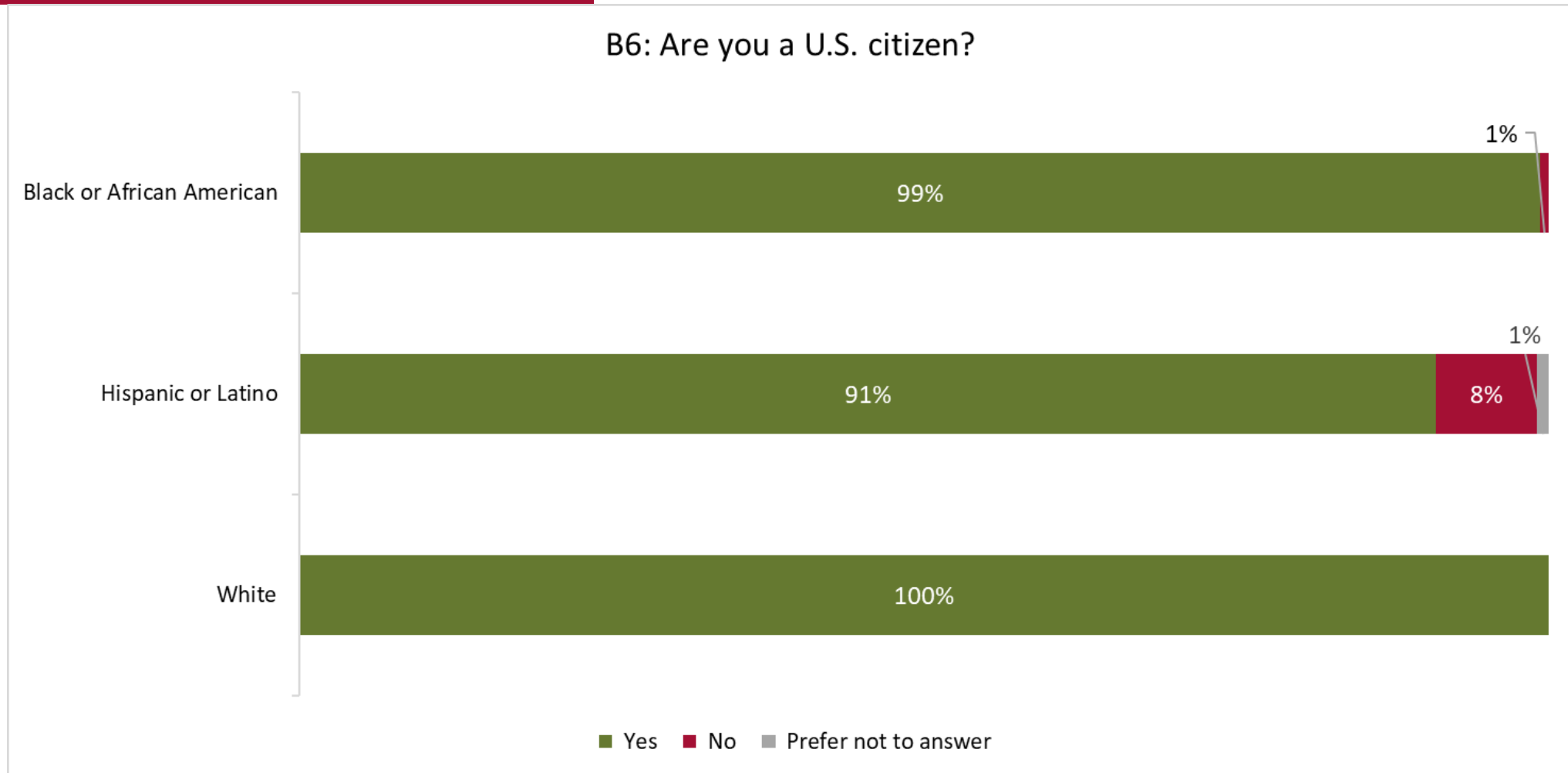
B5: What is your first language (i.e., the language you first learned to speak)?



Note: Respondents could select all that apply.

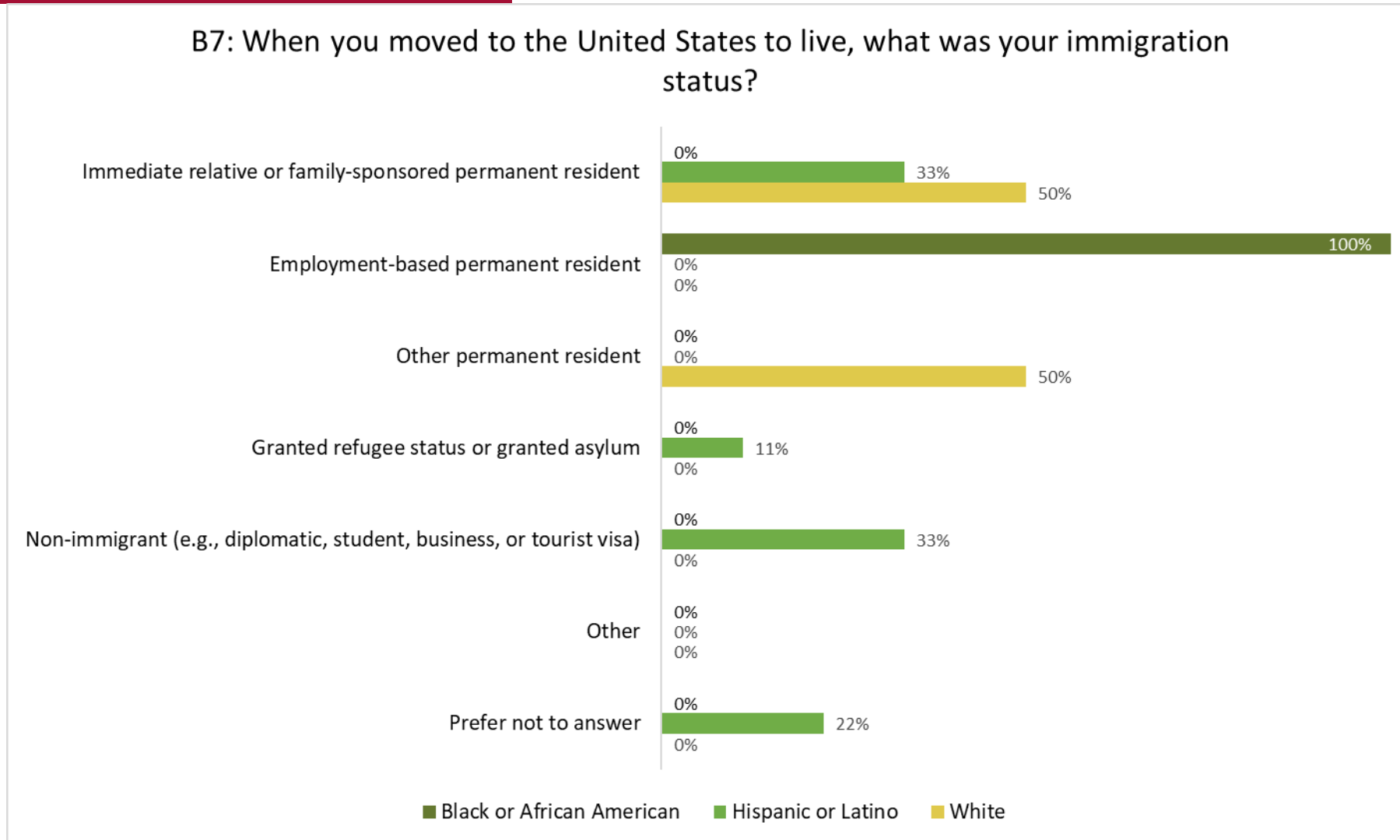
Section B

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Section B

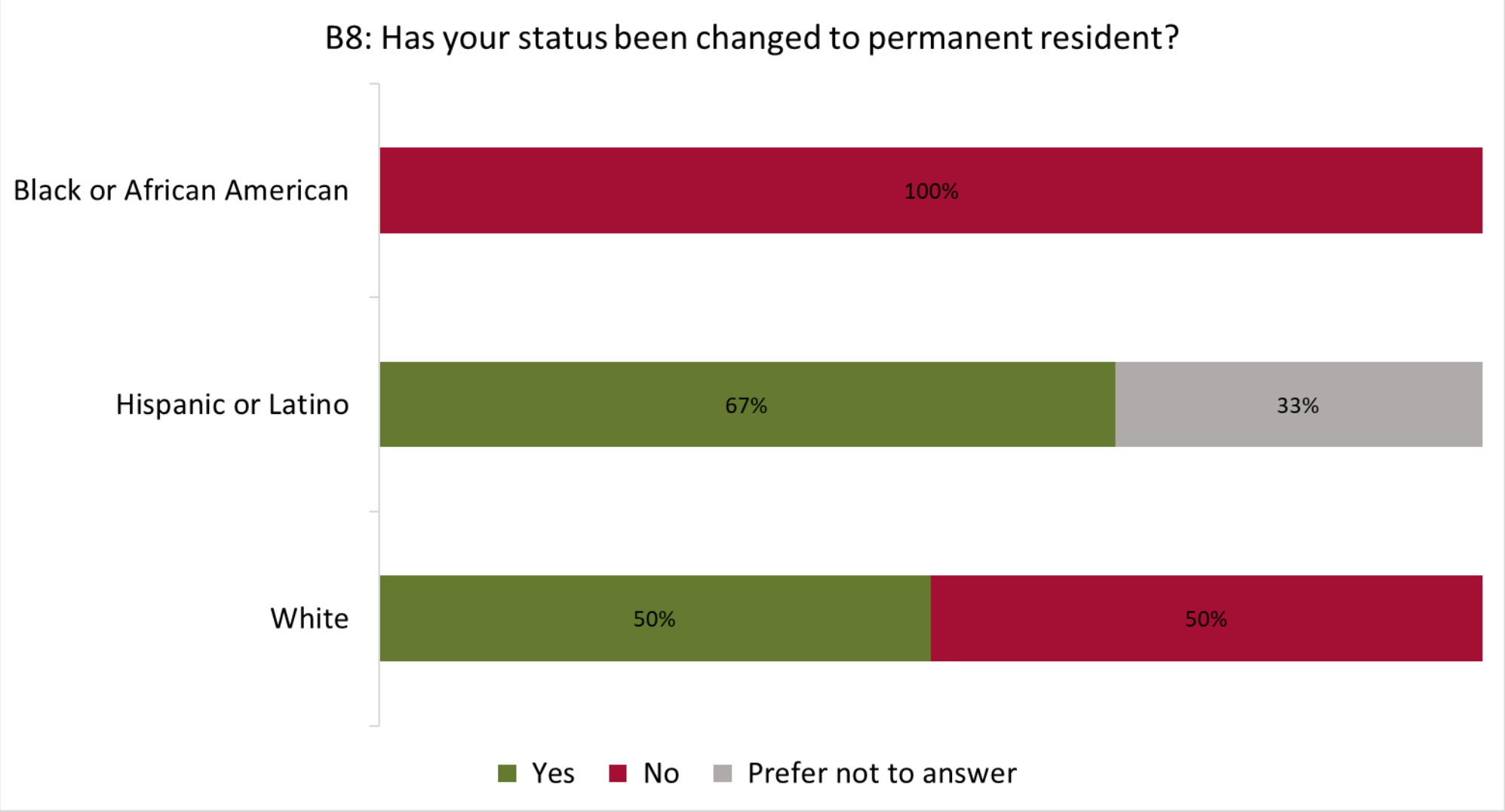
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only those who answered no to being a U.S. citizen in the previous question answered this question

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section B

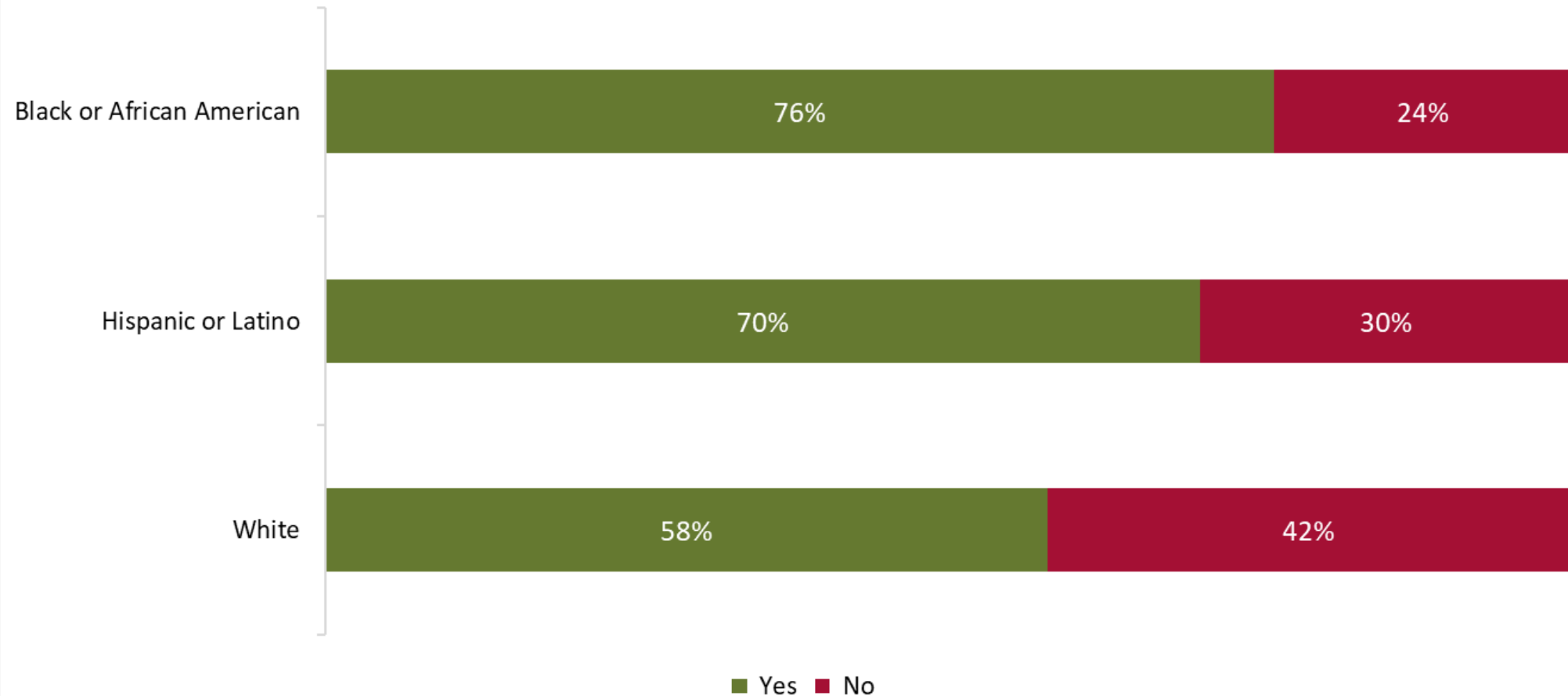


Note: Only those who answered no to being a U.S. citizen and are a non-permanent arrival answered this question

Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

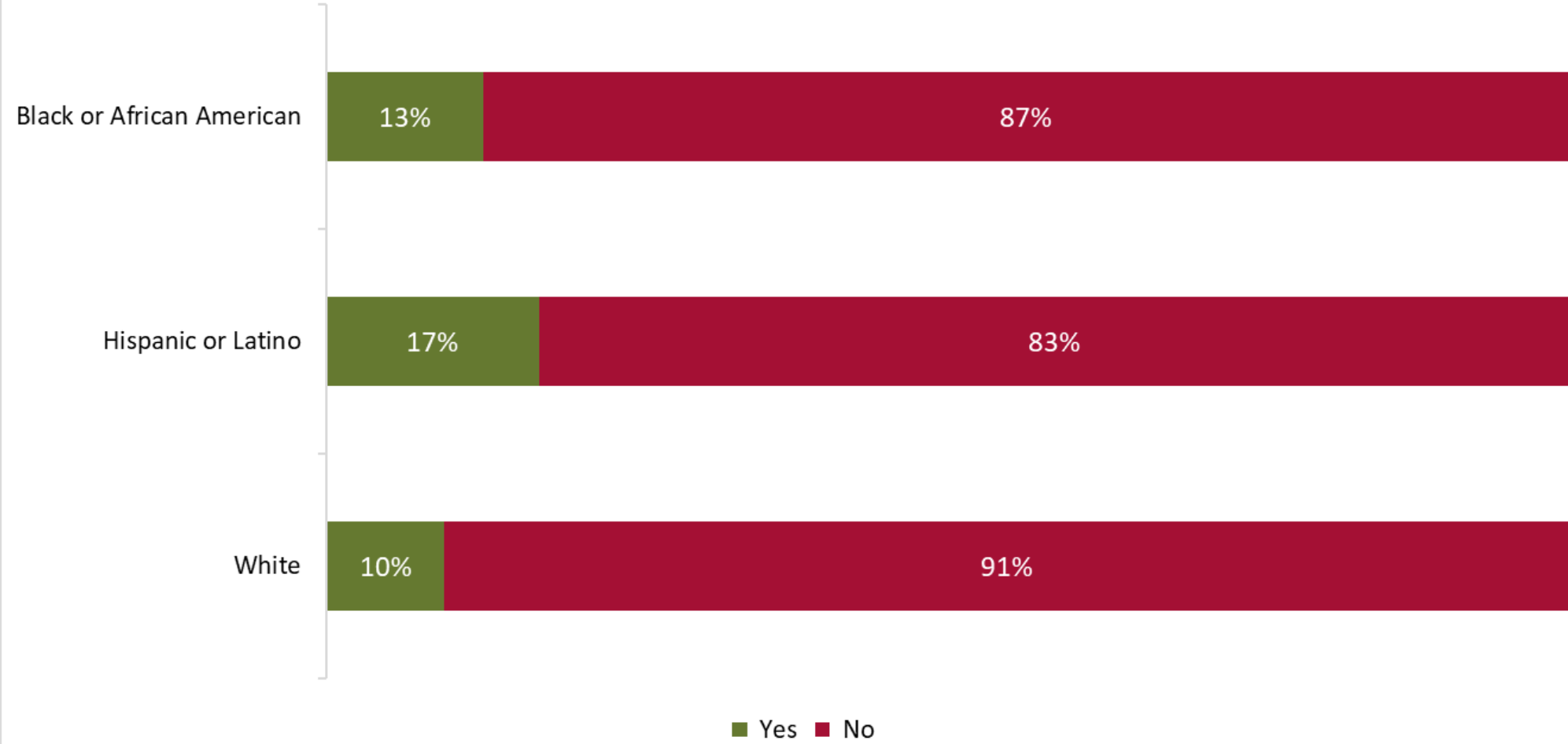
B9: Did you submit a resume when you initially applied for the primary job you held in January 2020?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section B

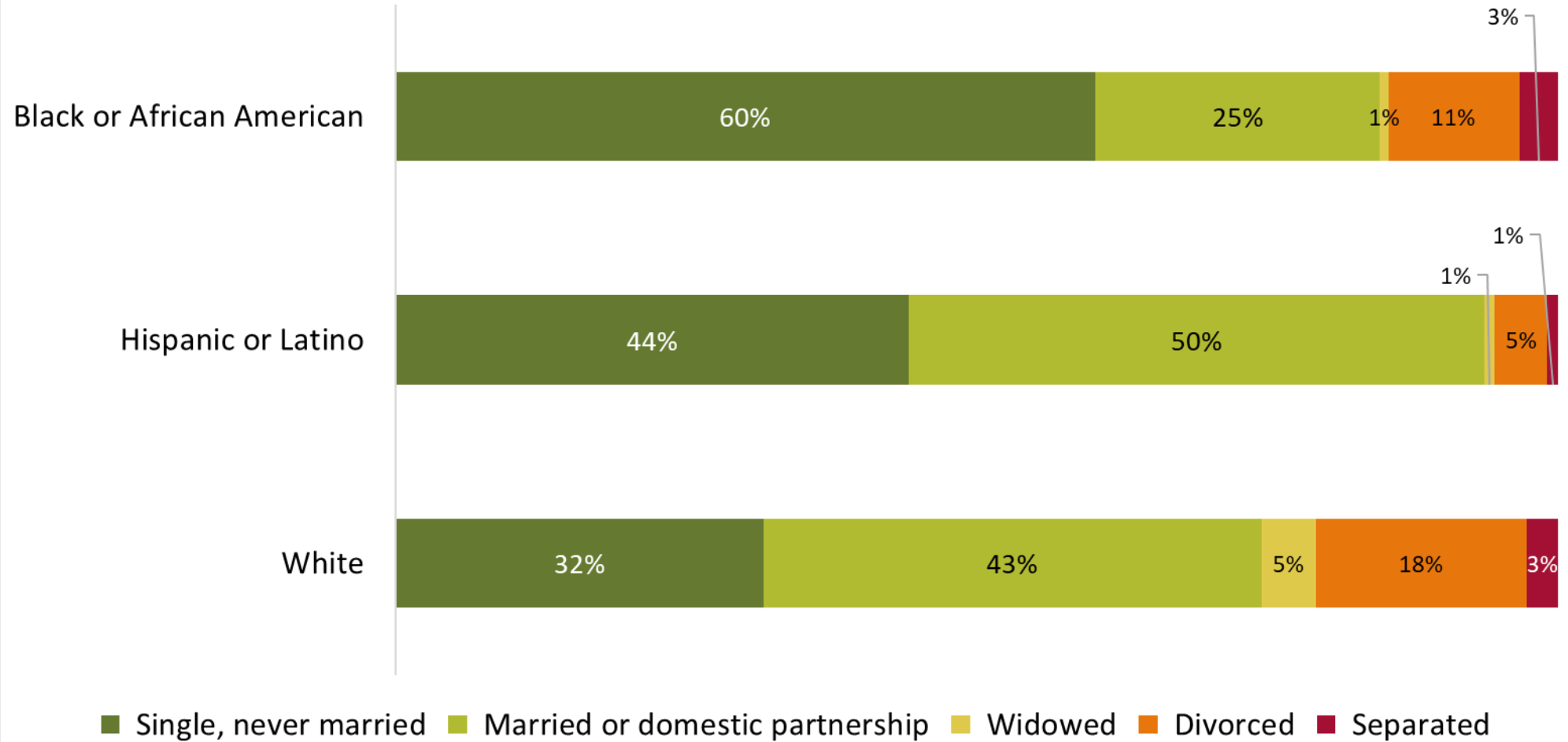
B10: Were you a member of a union in January 2020?



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

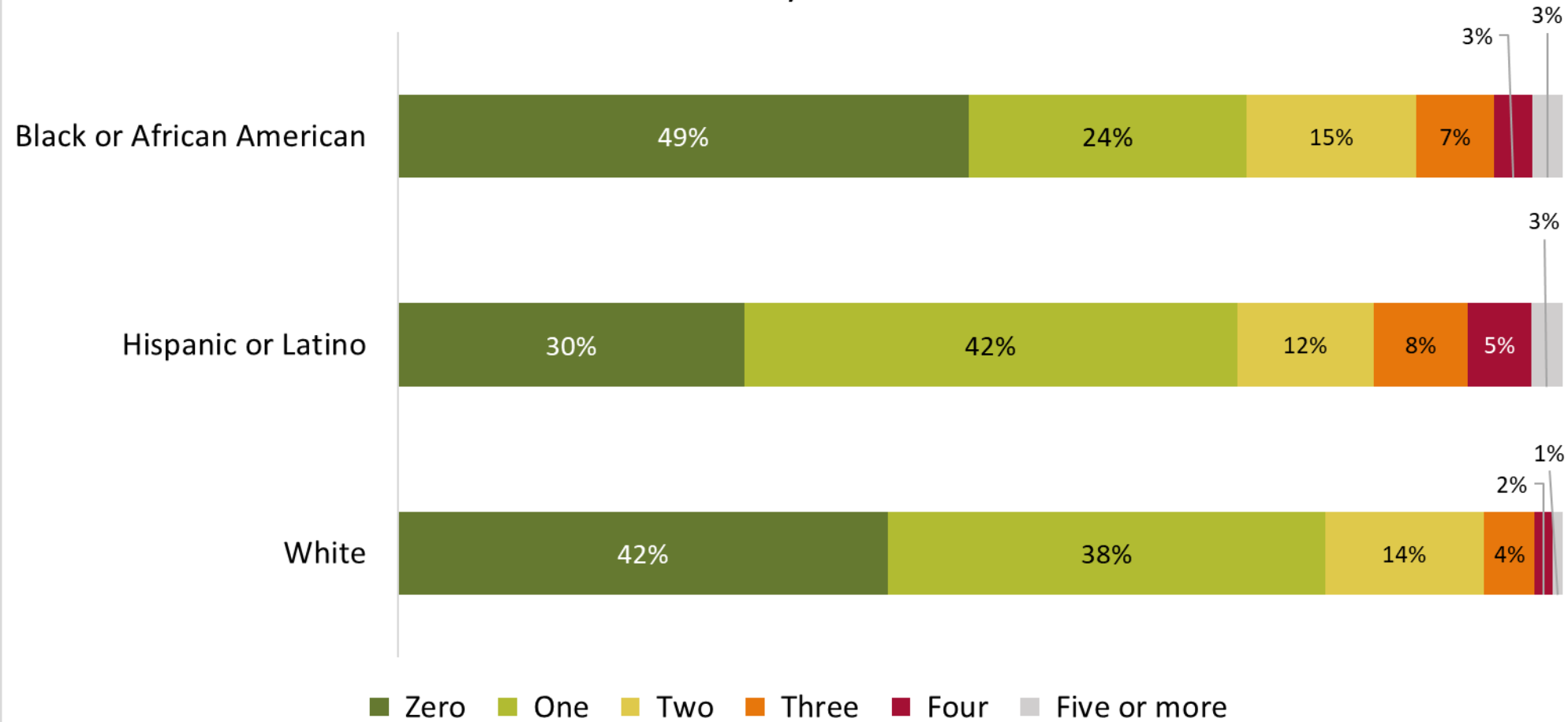
B11: What was your marital status in January 2020?



Section B

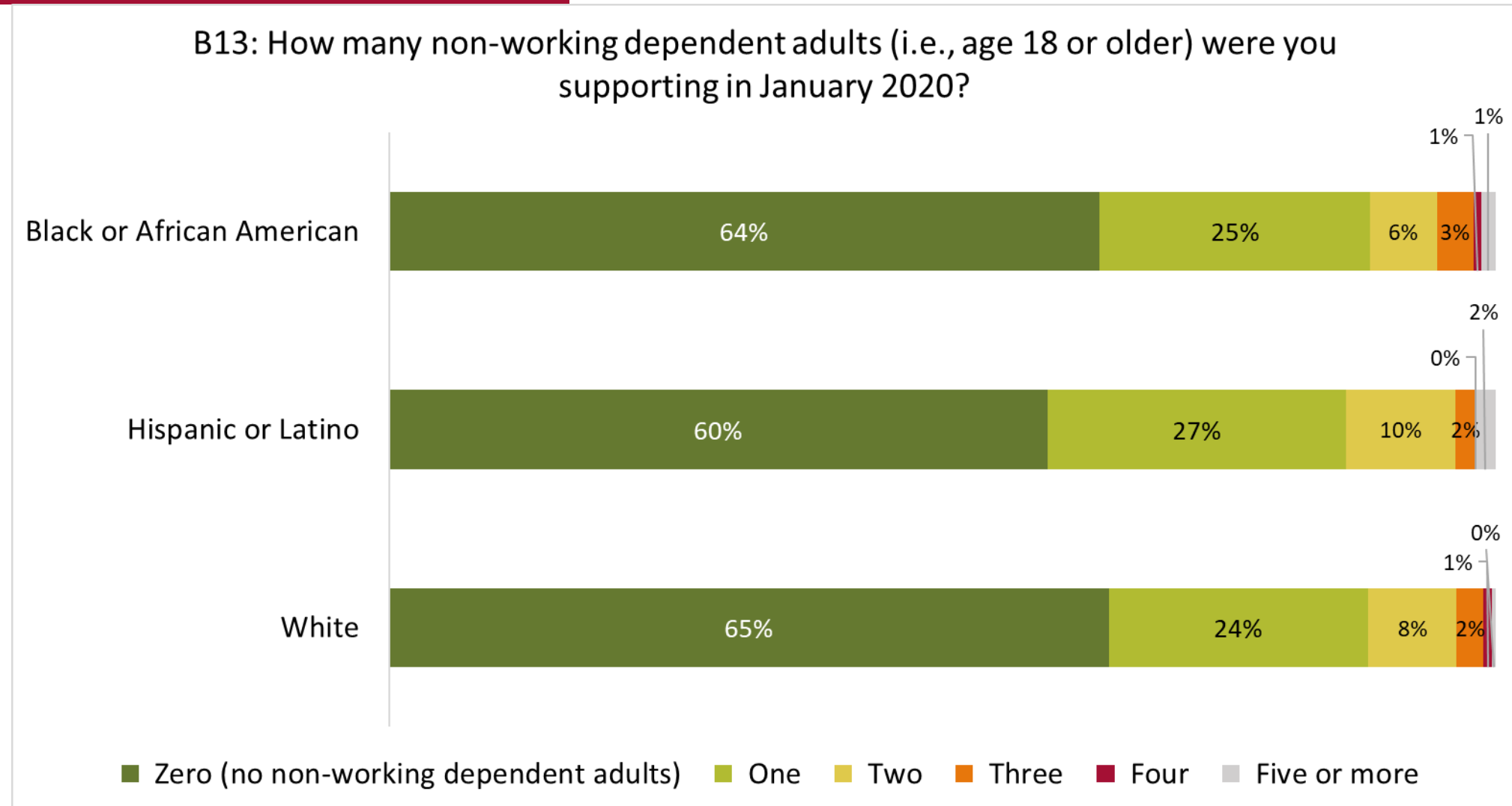
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B12: How many other working adults were living in your family household in January 2020?



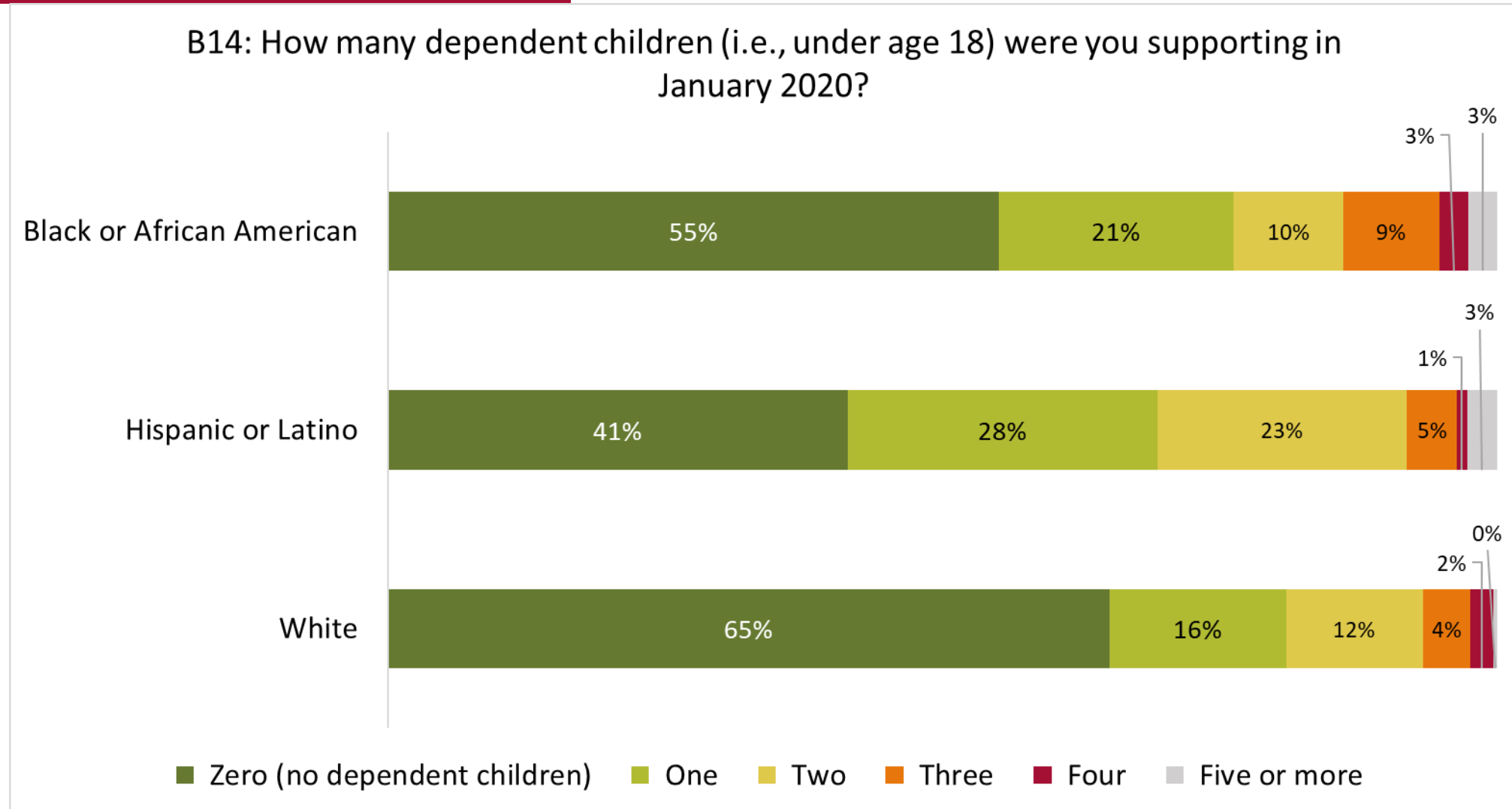
Section B

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Section B

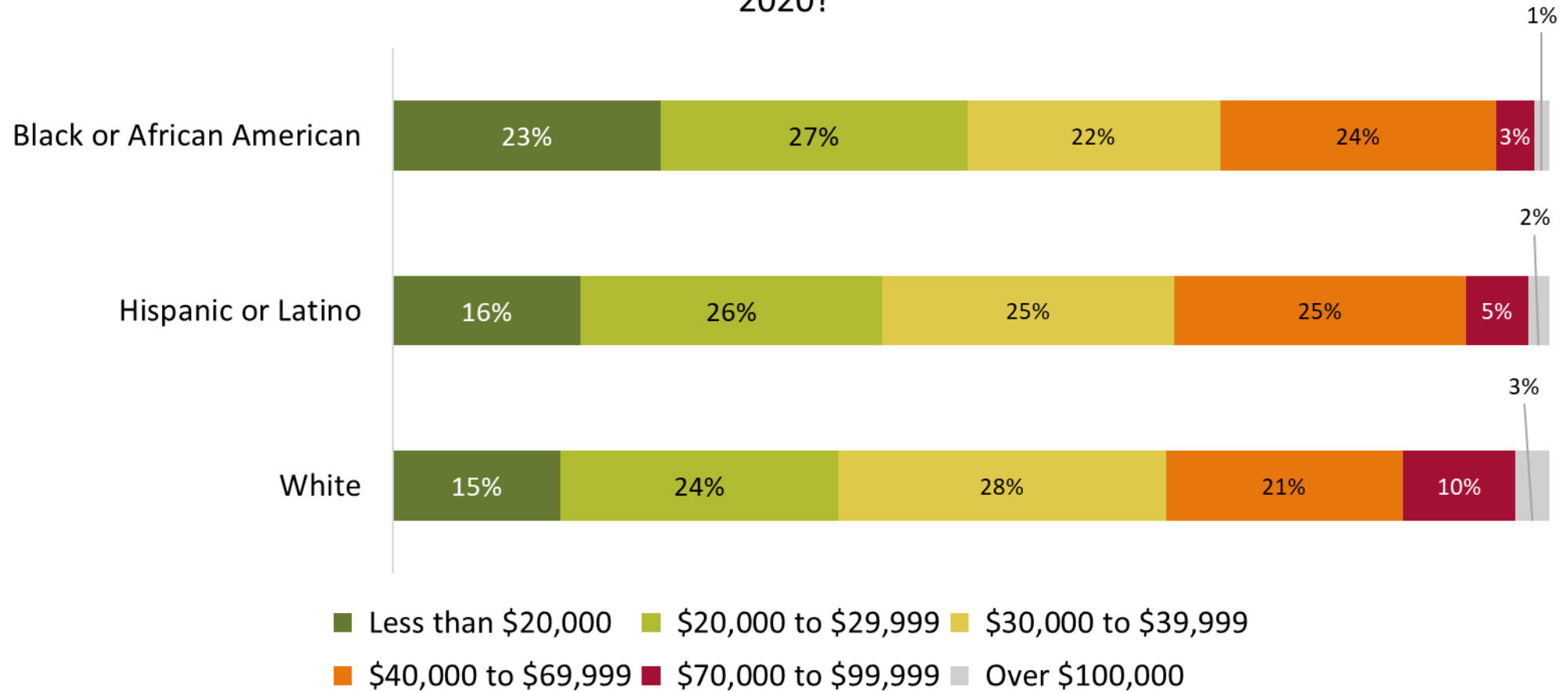
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section B

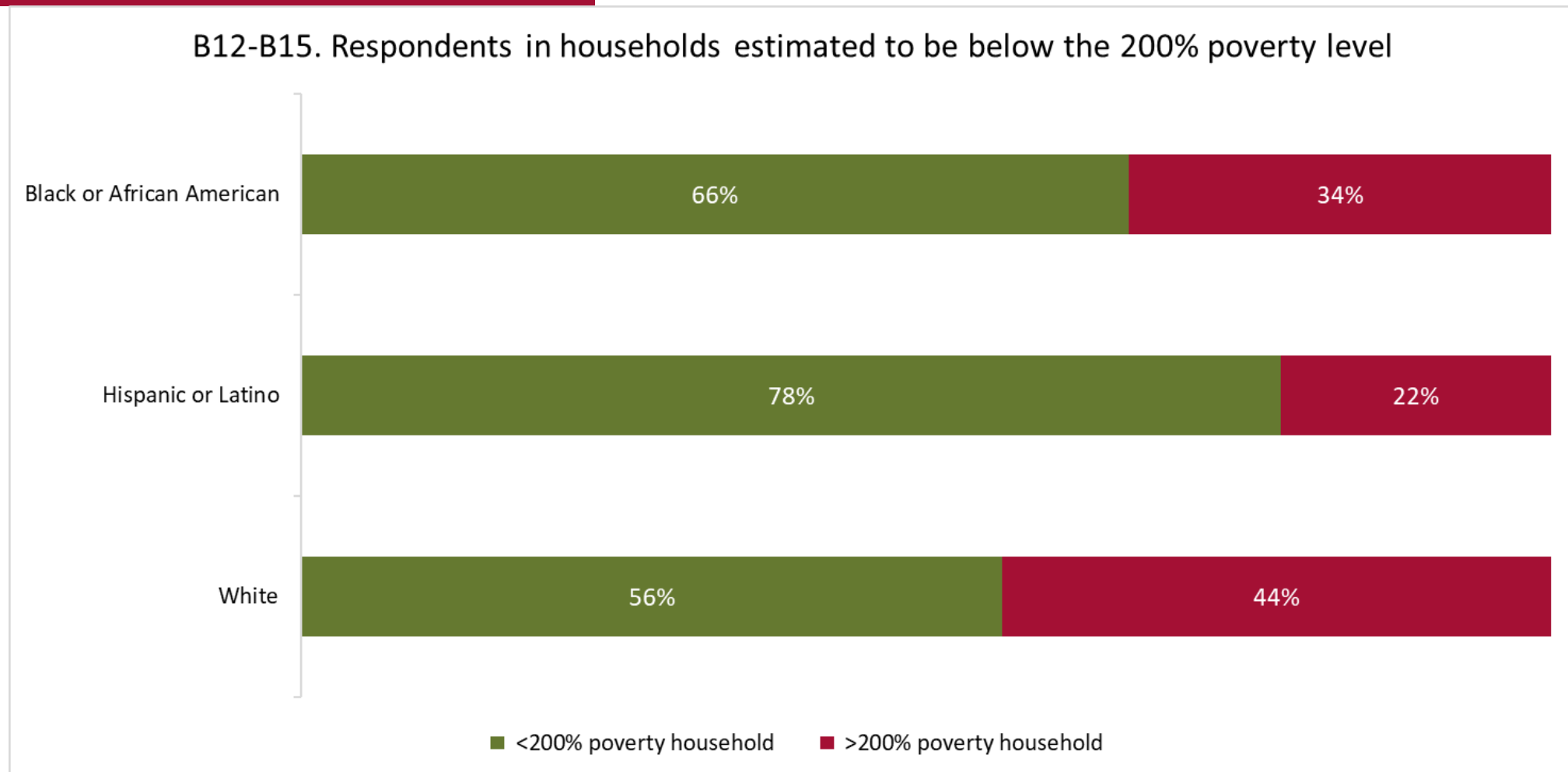
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B15: What was your family household's average total annual income from paid work (i.e., income from all working adults in your family household) in January 2020?



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: this was calculated using questions B12-B15. For questions B12-B14, we totaled up the number of people in the respondent's household. We then used a table listing the 200% poverty cutoff for each household number (ex. 3 person household cutoff was \$39,970). If the salary in question B15 was below the threshold for their household number, they were deemed <200% poverty, if the salary was above the threshold, they were deemed >200% poverty. Note question B15 gave ranges of salaries, so this is an estimate.

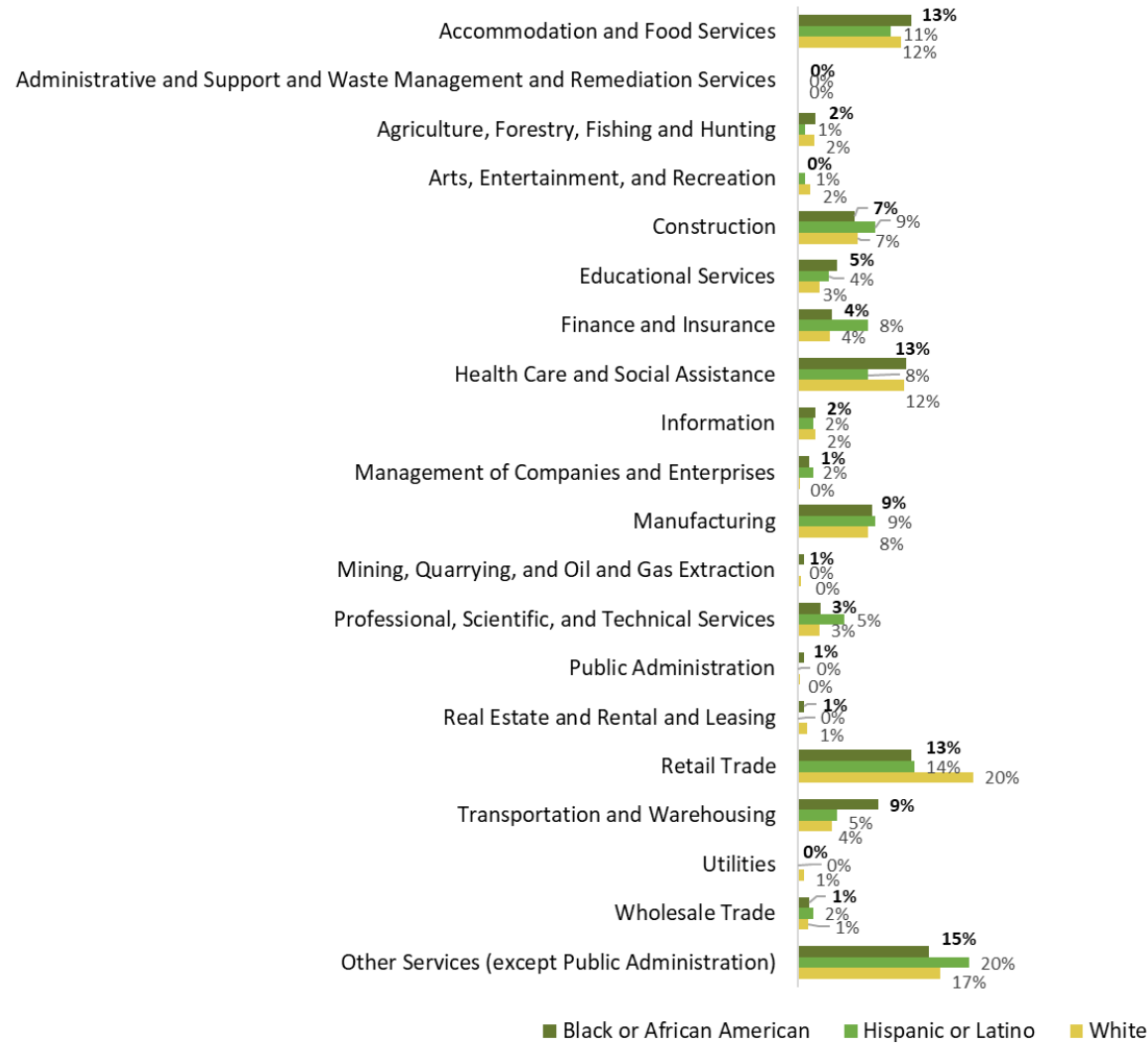
Section C

Your employment

Section C

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C1: What best describes the industry of your primary company in January 2020?



Section C

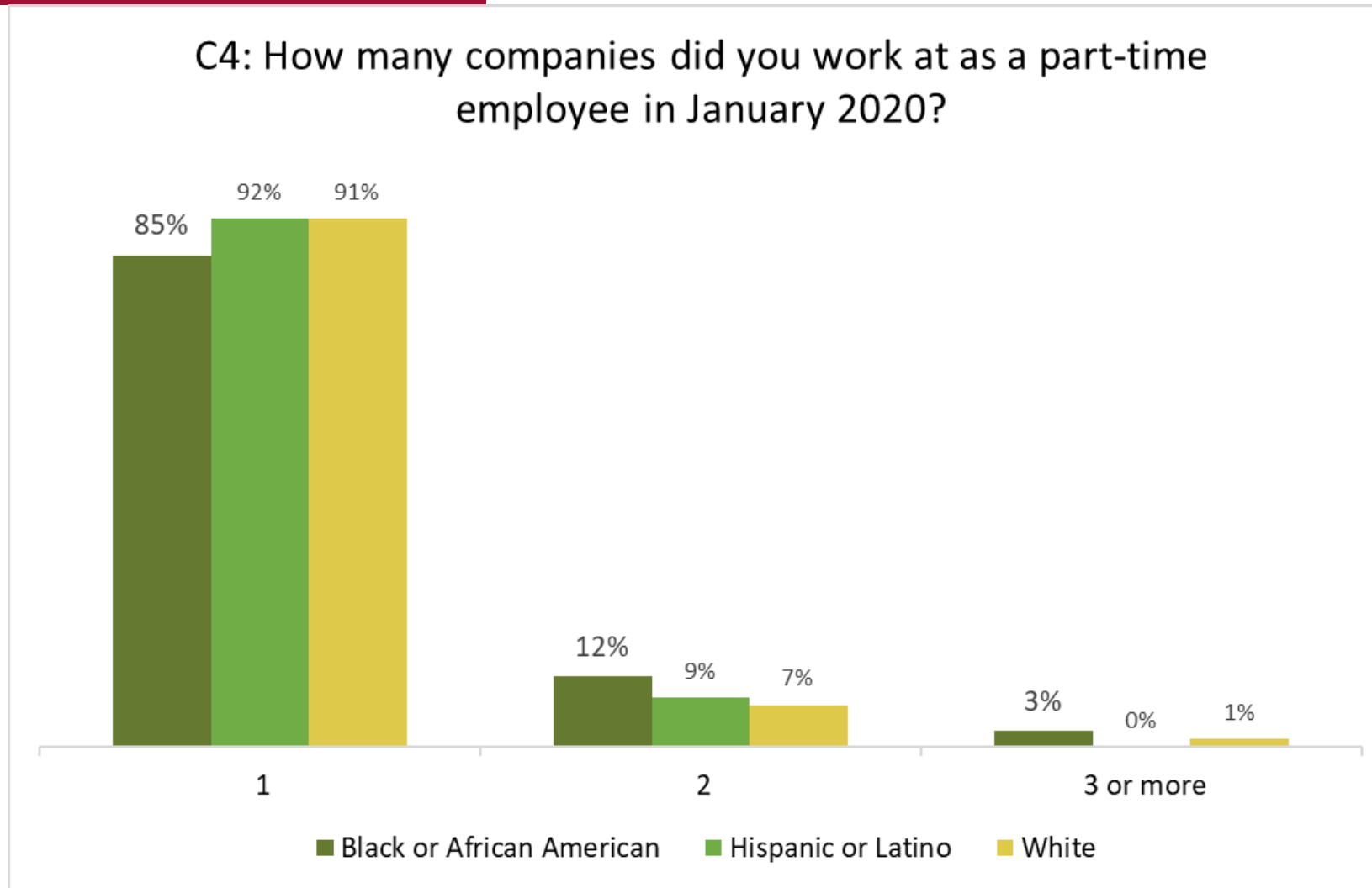
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C3: What was your level at your primary company in January 2020?



Section C

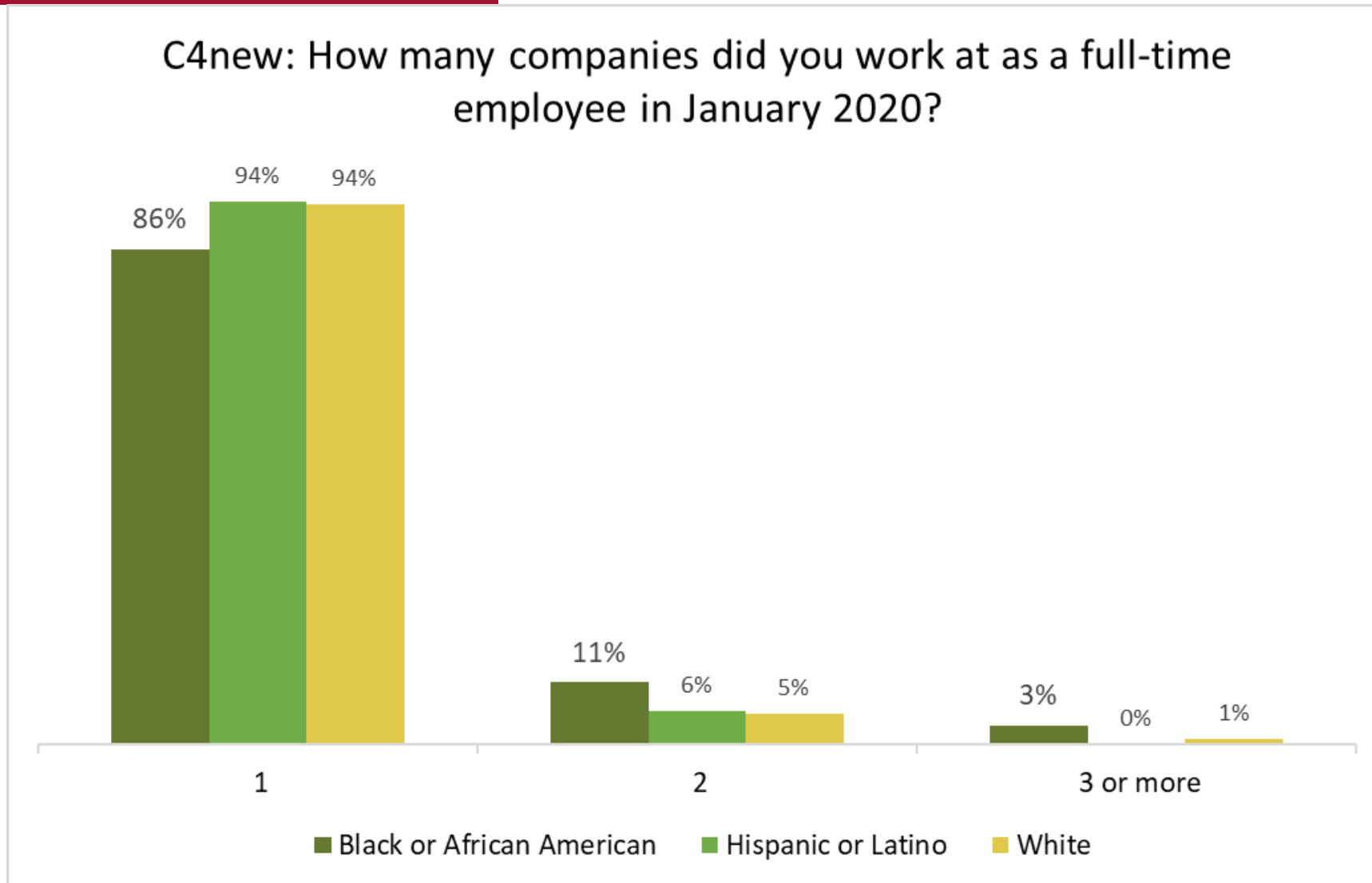
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents who answered “Full-time employee *and* part-time employee” or “Part-time employee” in A4 answered this question, excludes freelance/gig work

Section C

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

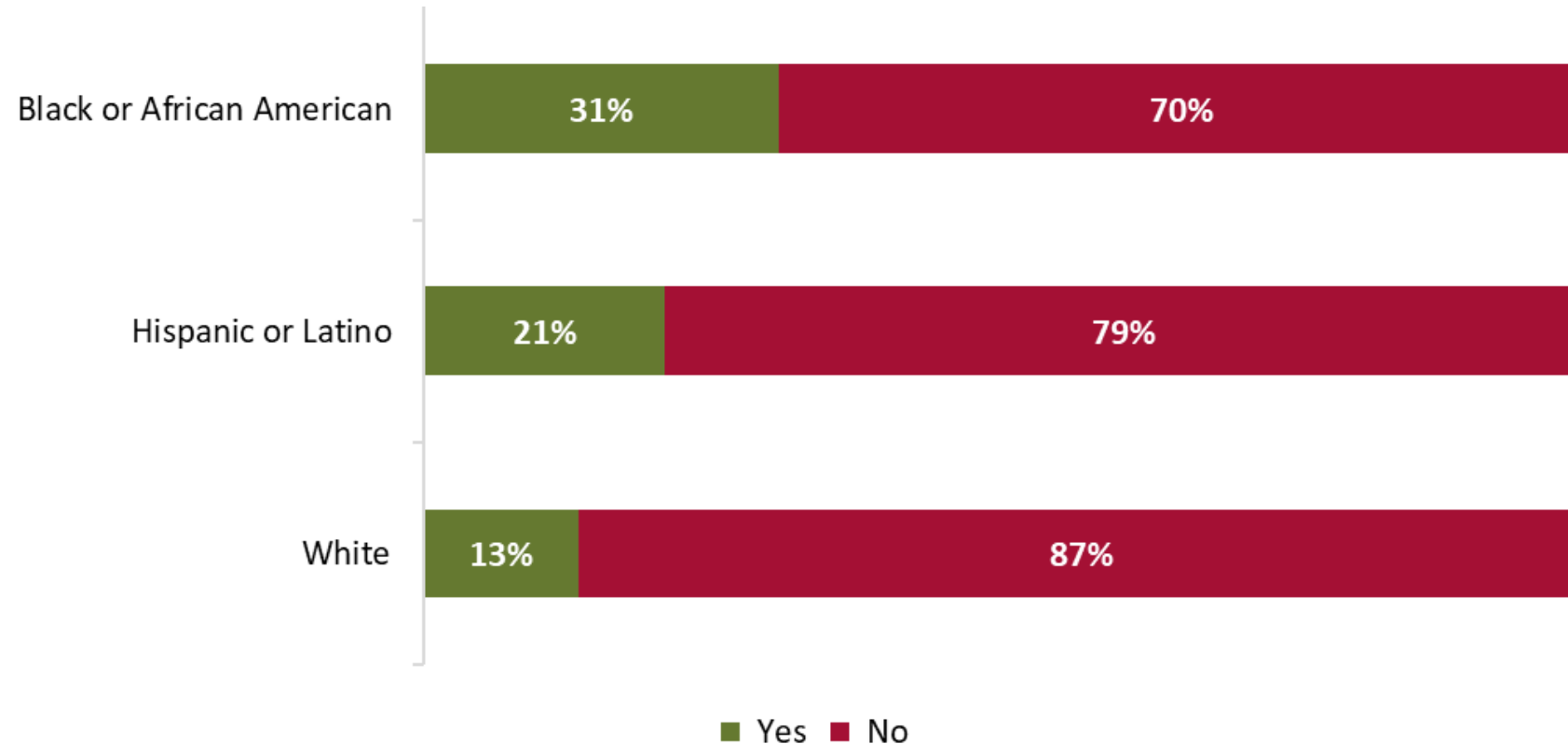


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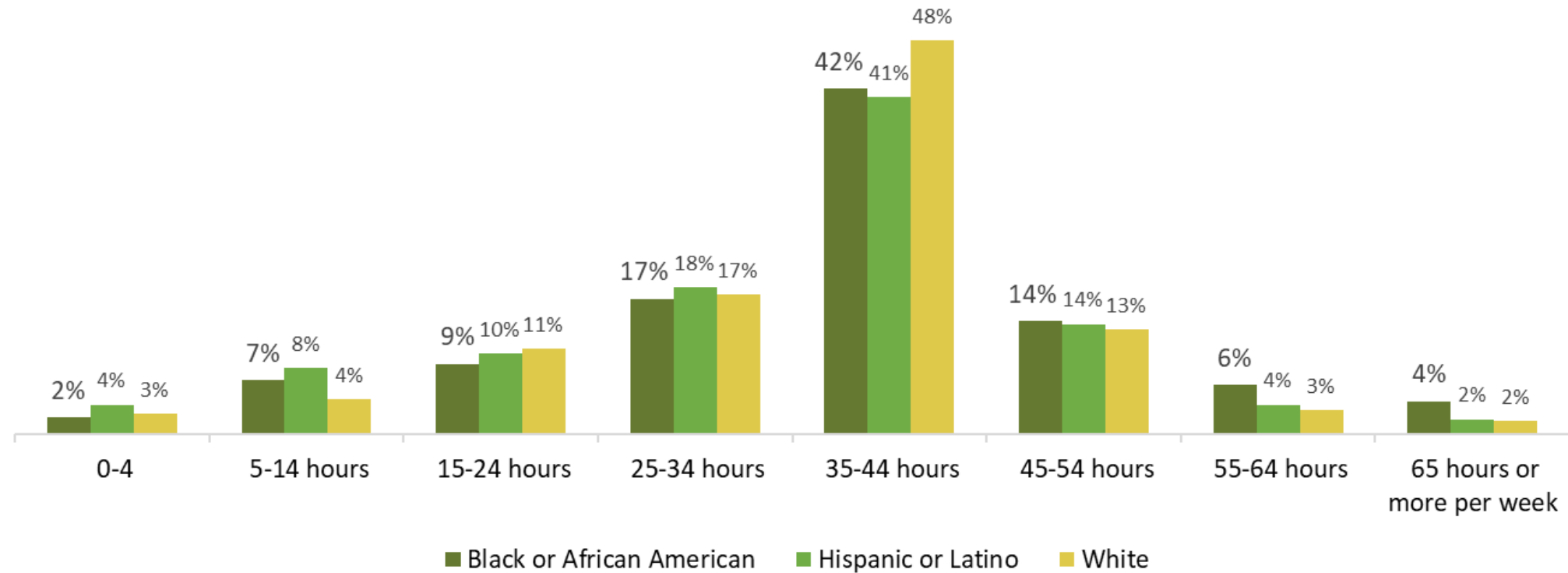
C5: In addition to your part-time and/or full-time work arrangements, did you also regularly work one or more freelance or gig jobs (i.e., work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver) in January 2020?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

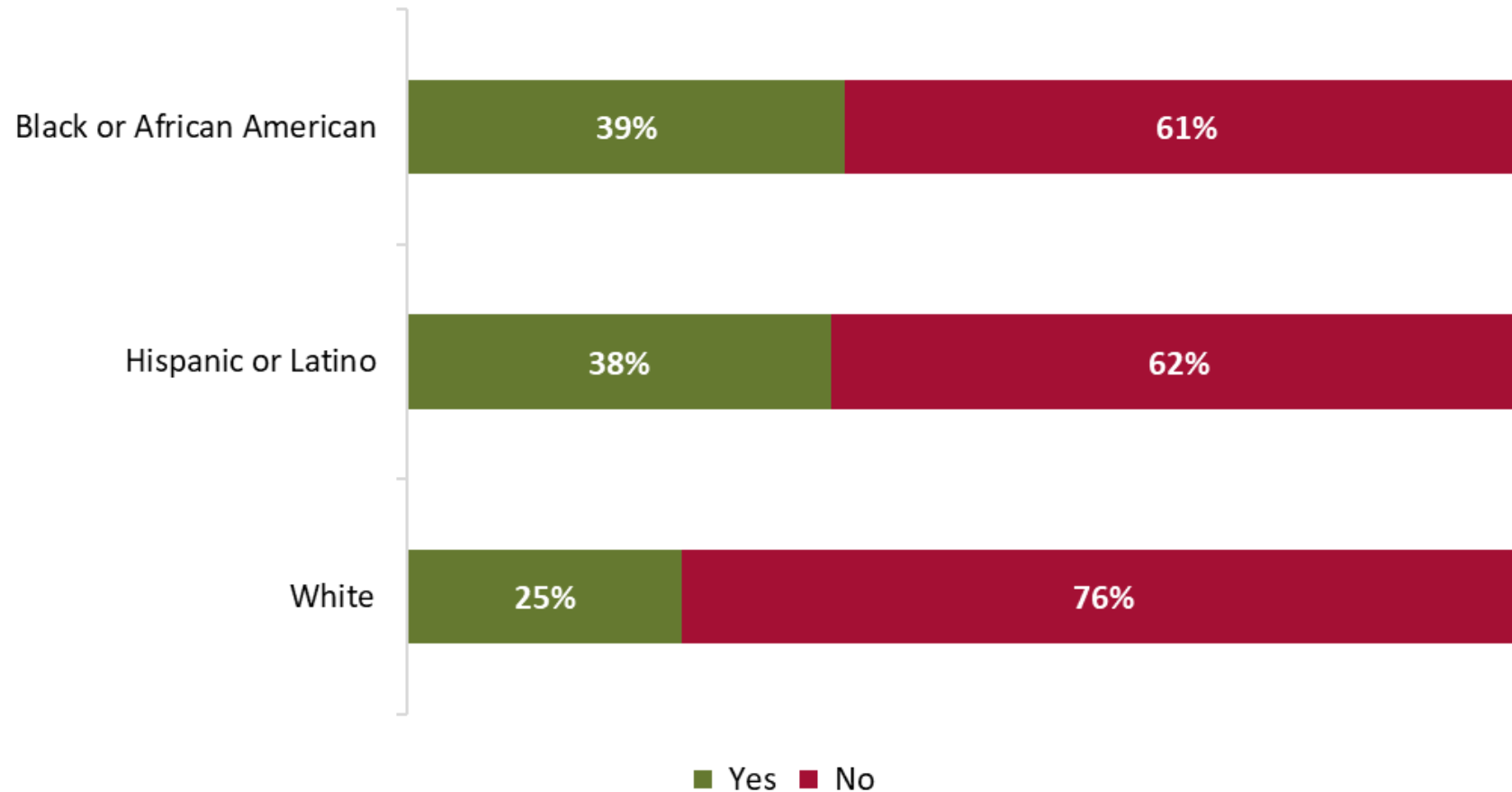
C6: How many total hours did you work per week across all of your jobs (including freelance or gig jobs) in January 2020?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

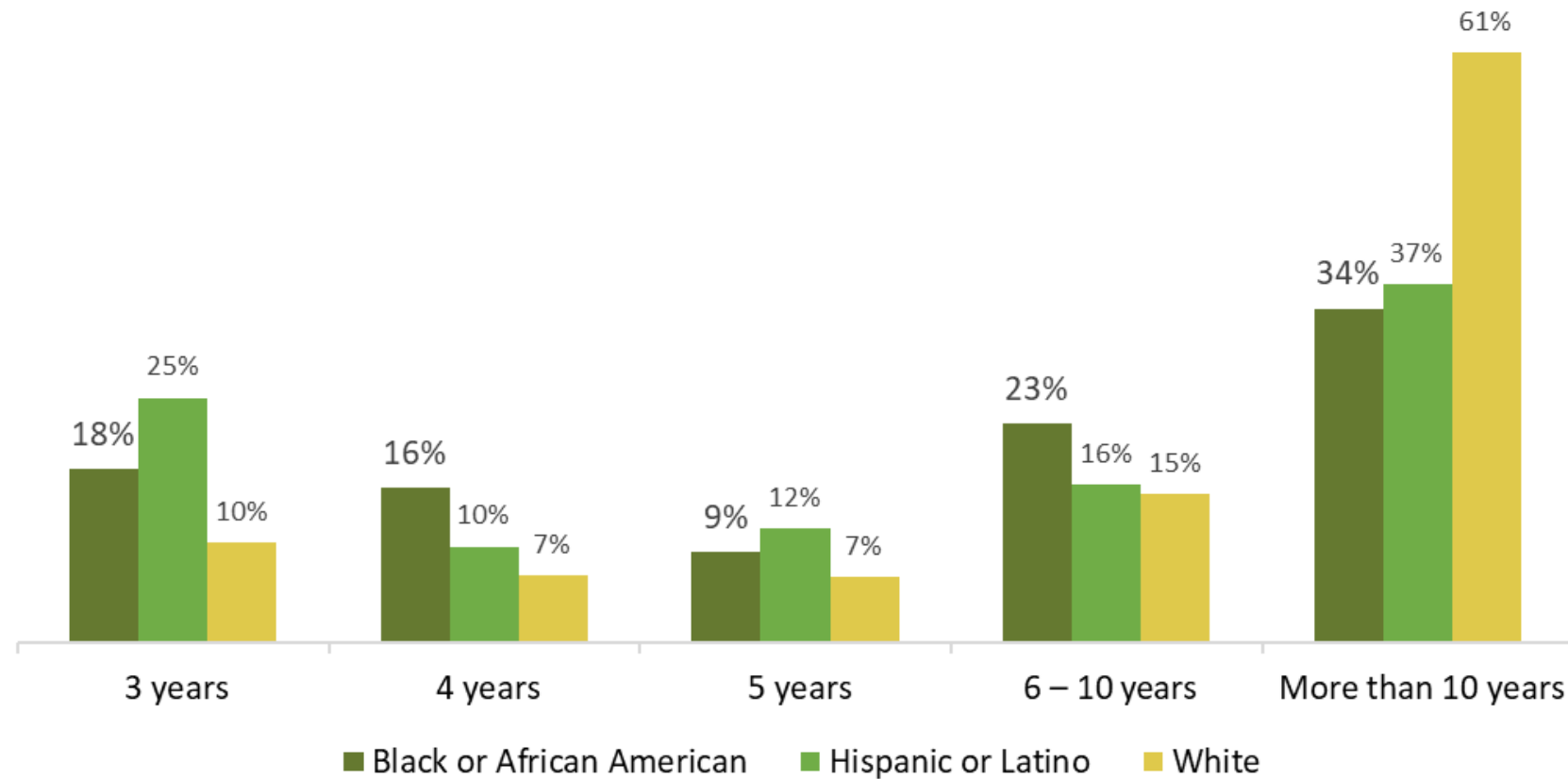
C7: Did the primary job you had in January 2020 require you to have a certain credential before you could be hired?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

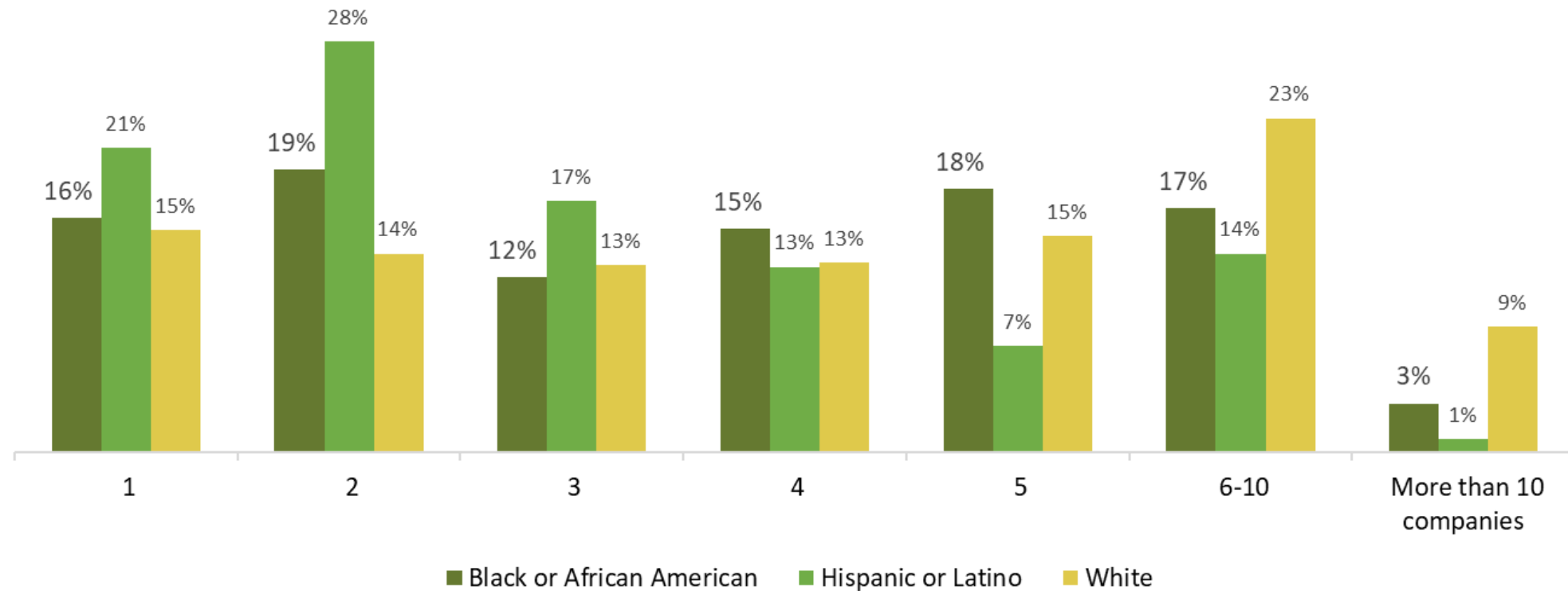
C9: How many total years had you been working as of January 2020?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

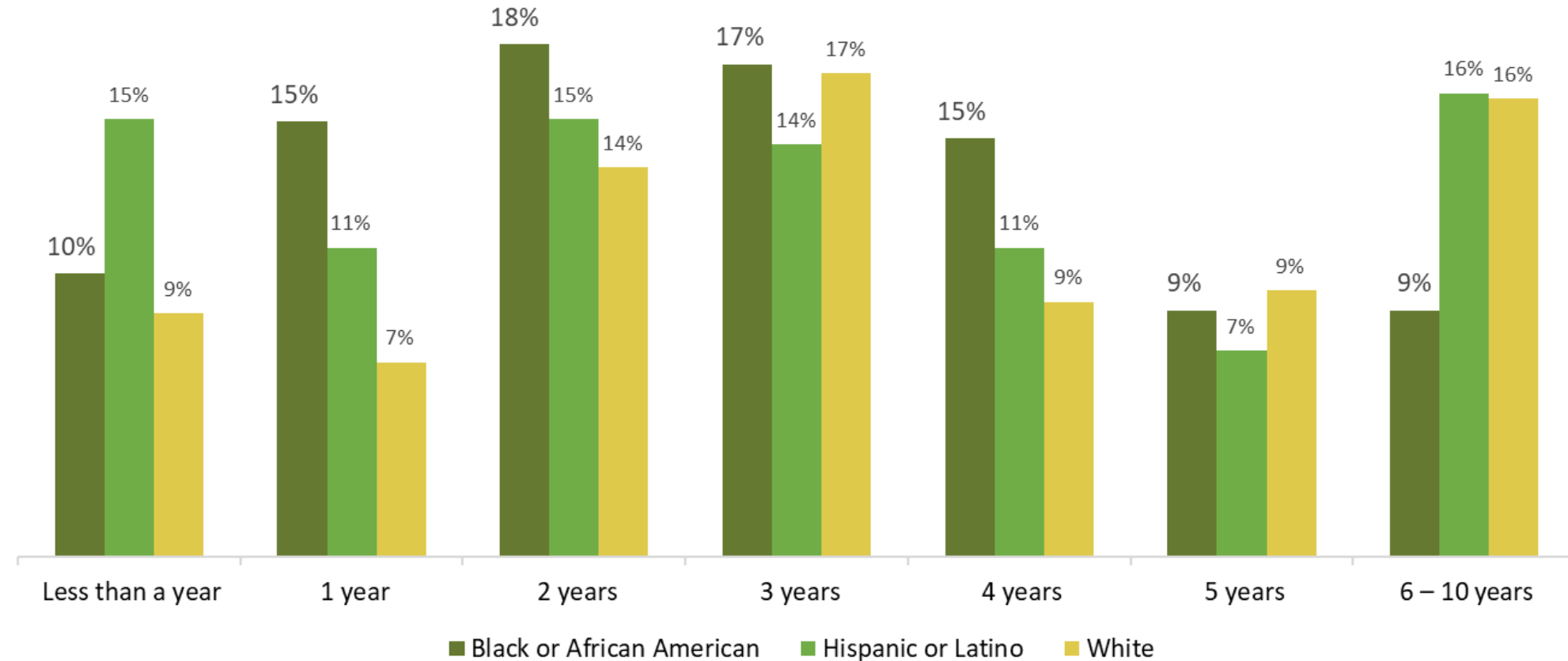
C10: During those working years, (beginning with age 18), how many different companies have you worked in, including the companies you worked at in January 2020?



Section C

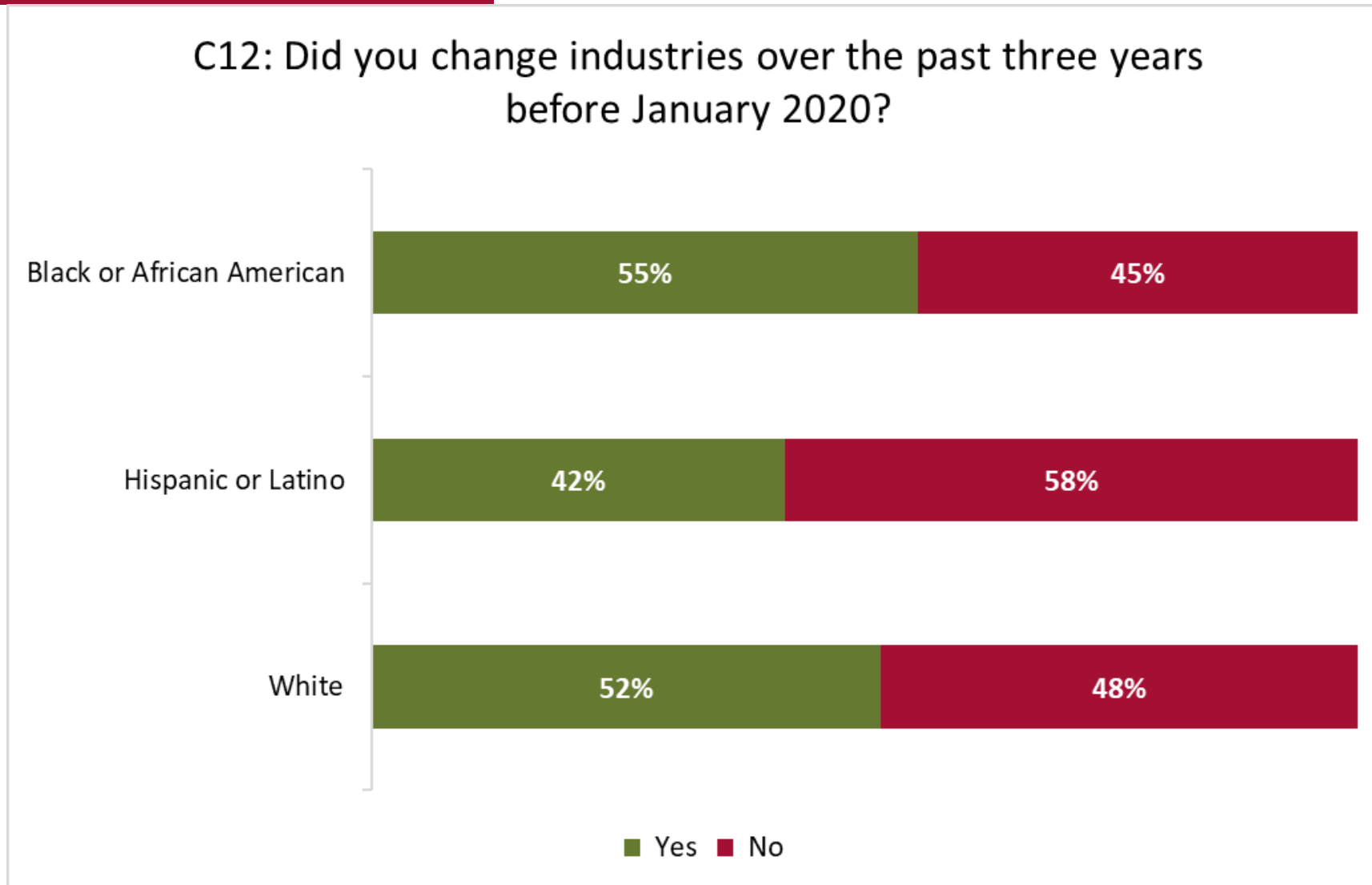
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C11: How long had you been in your primary job as of January 2020?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

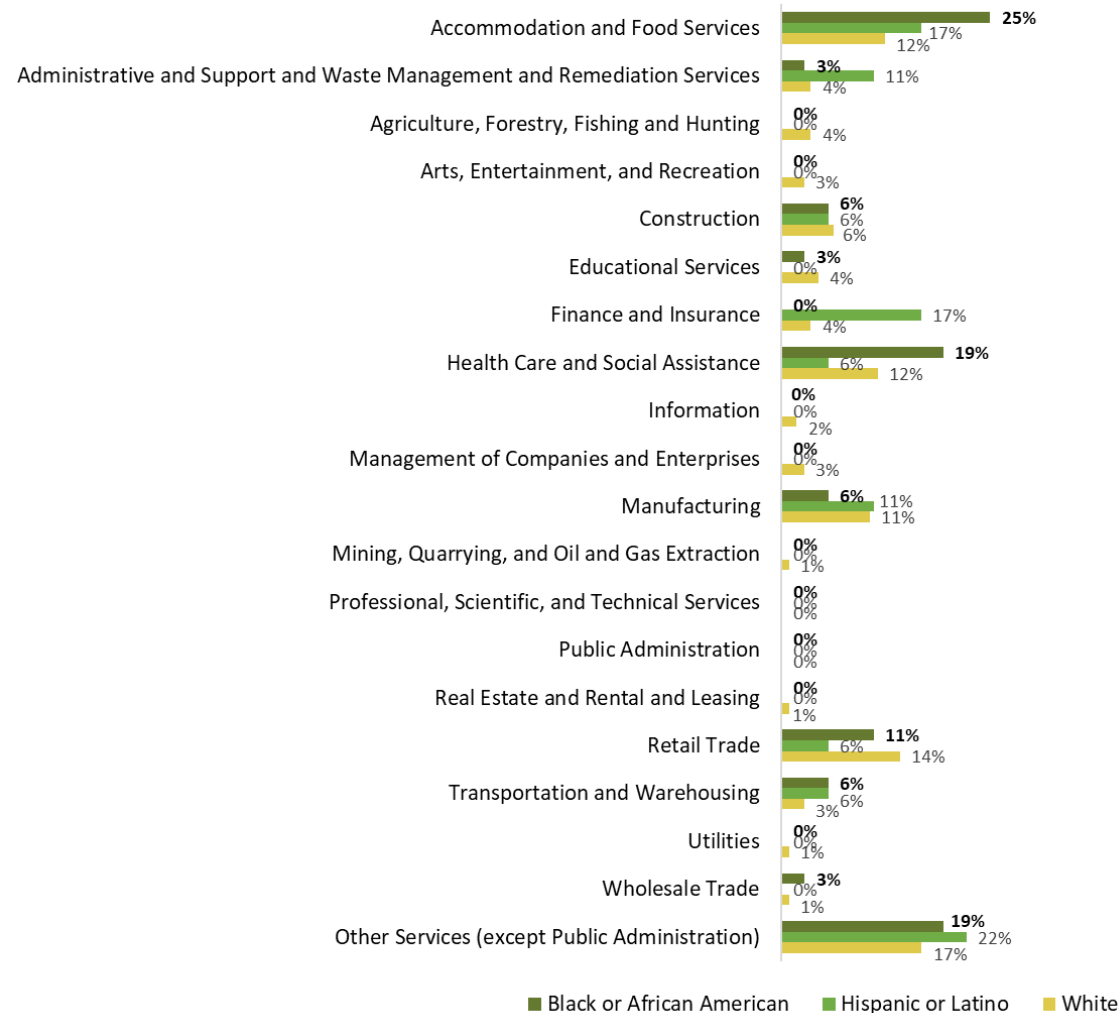


Note: Only respondents who had changed companies in the last 3 years answered this question

Section C

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

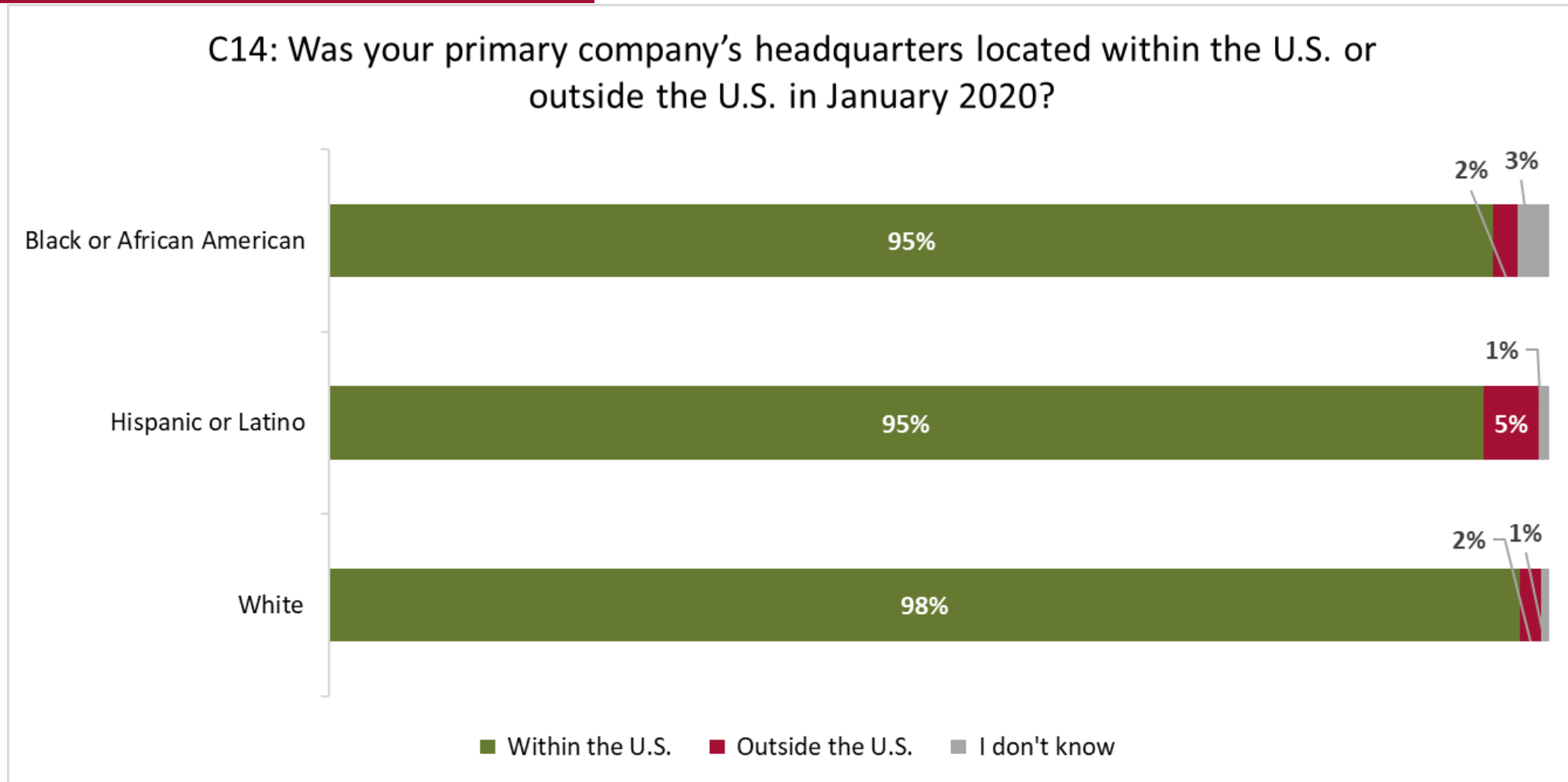
C13: Which industry were you working in before you changed industries?



Note: Only respondents who had changed industries in the last 3 years answered this question

Section C

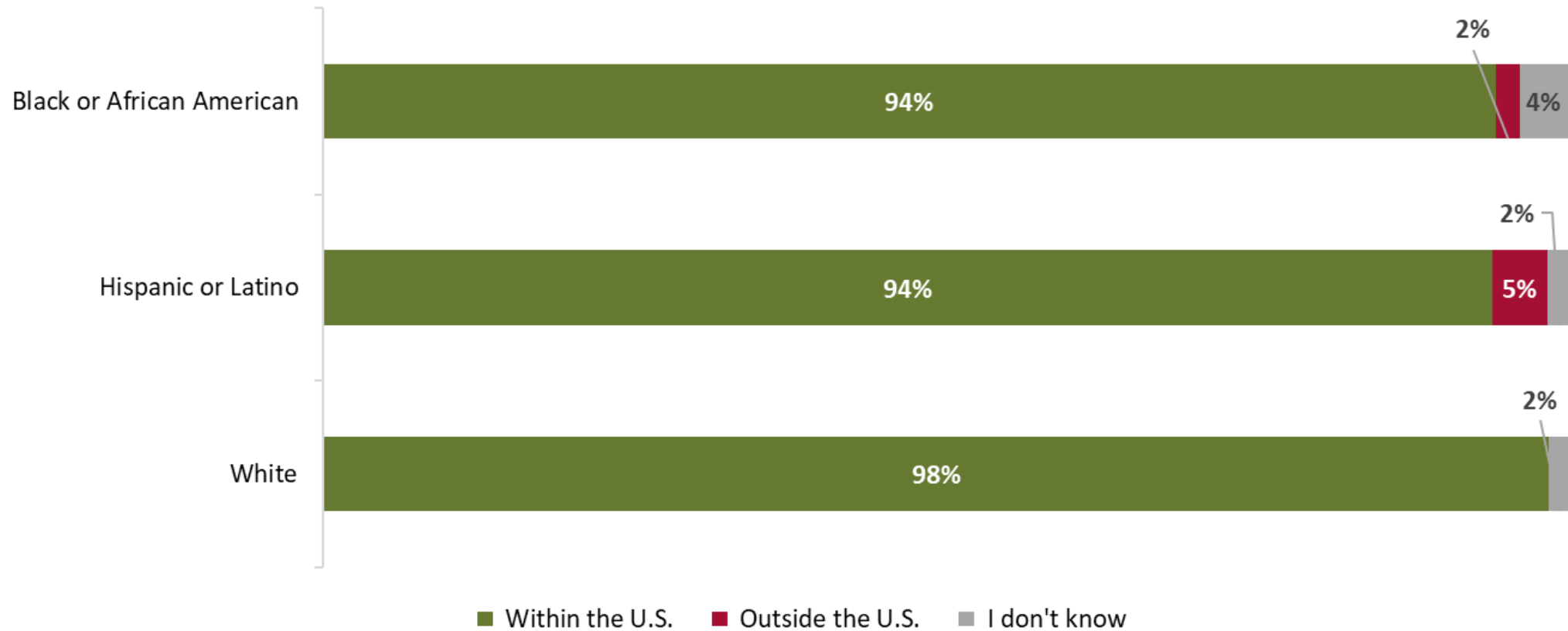
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

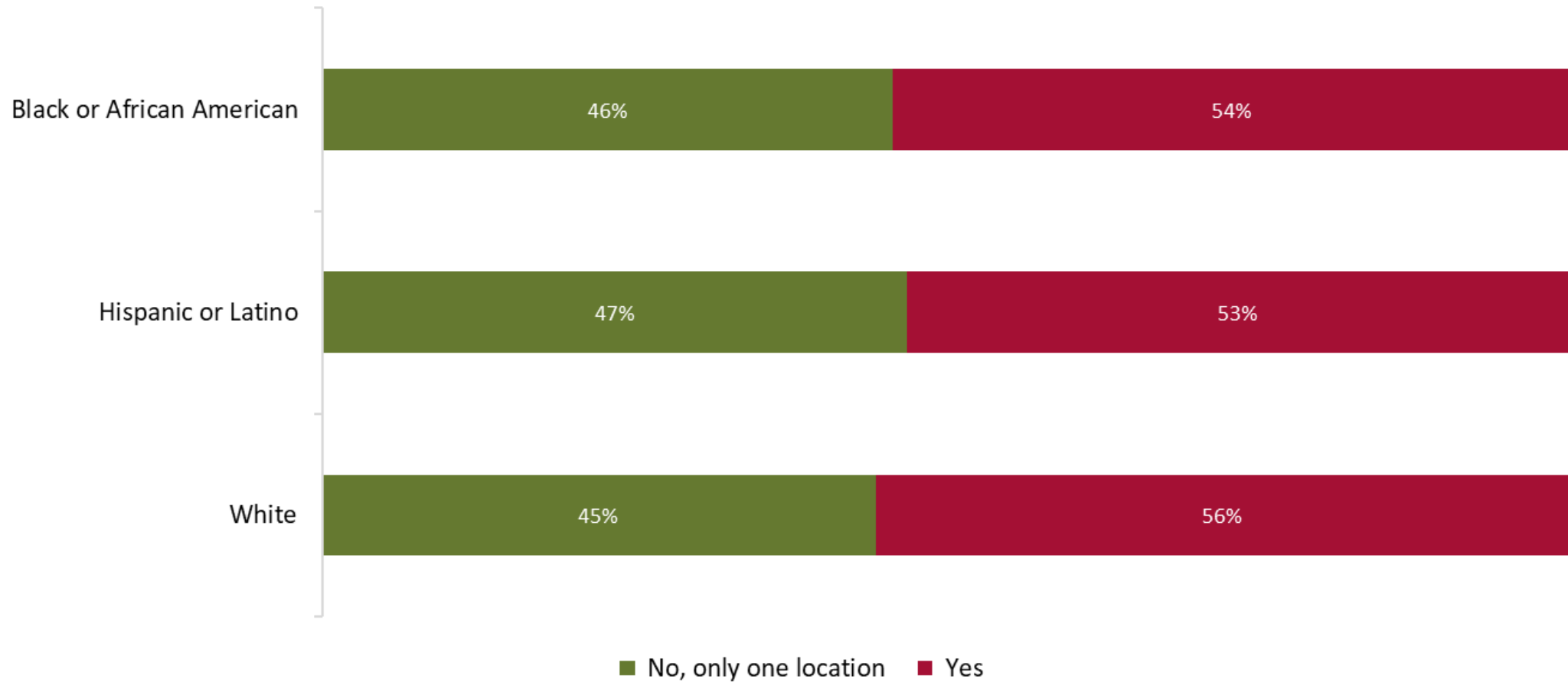
C15: Were the majority of your primary company's workers located within the U.S. or outside the U.S. in January 2020?



Section C

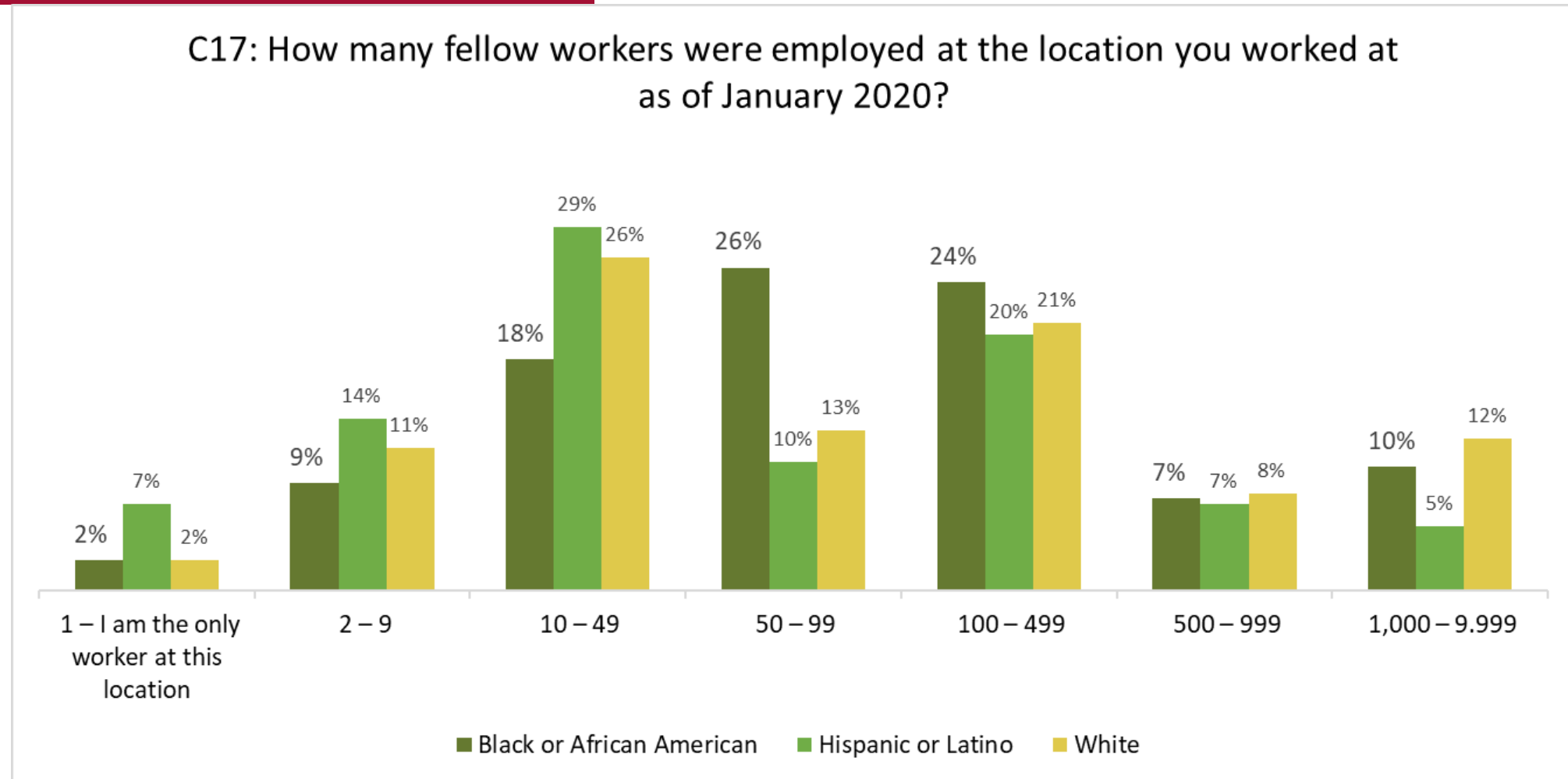
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C16: Did your primary company have multiple locations in January 2020?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

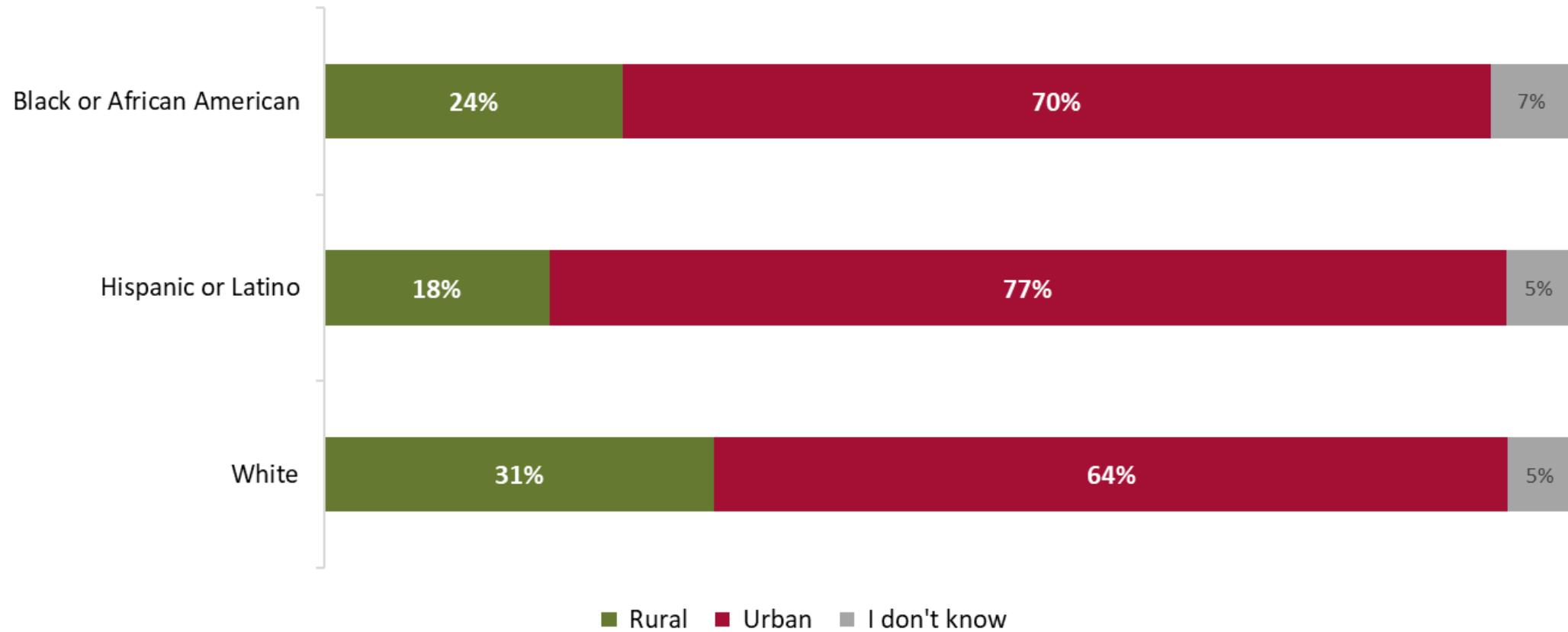


Note: Only respondents whose primary company has multiple locations answered this question

Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

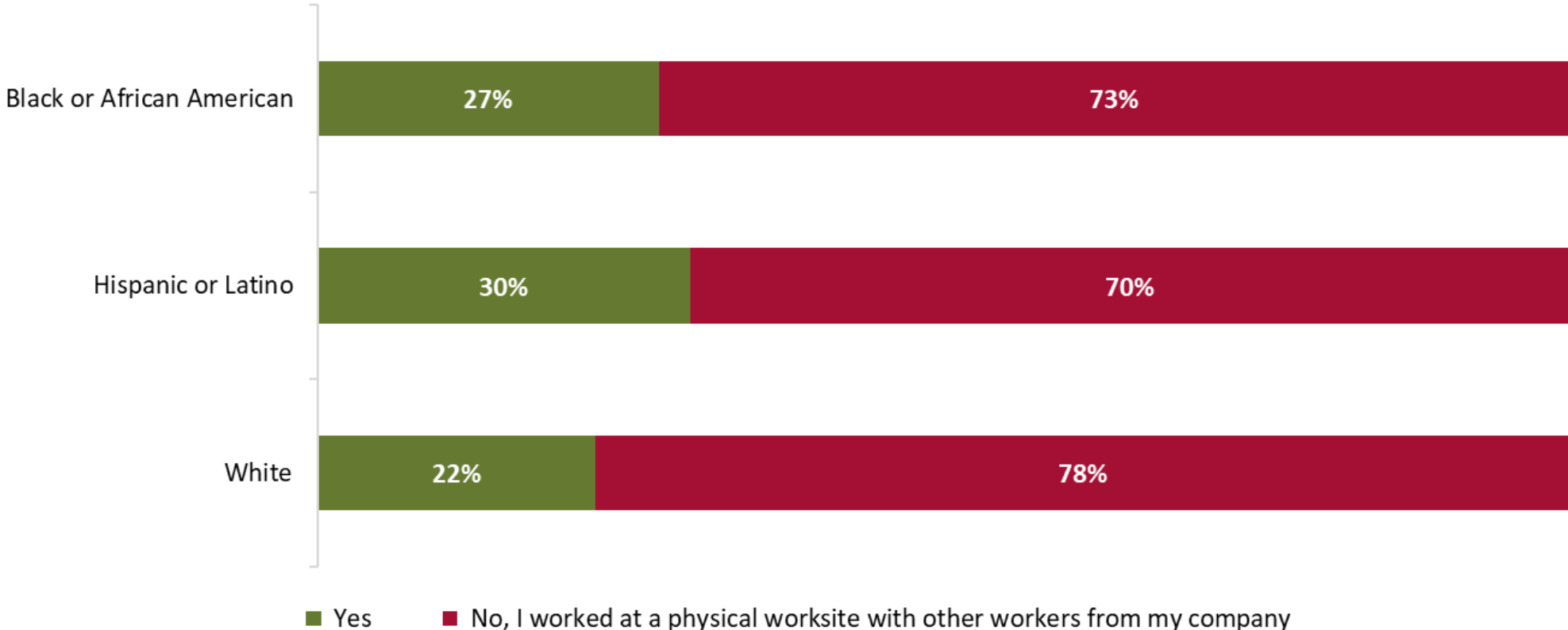
C18: Was your primary worksite located in a primarily rural or urban area in January 2020?



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section C

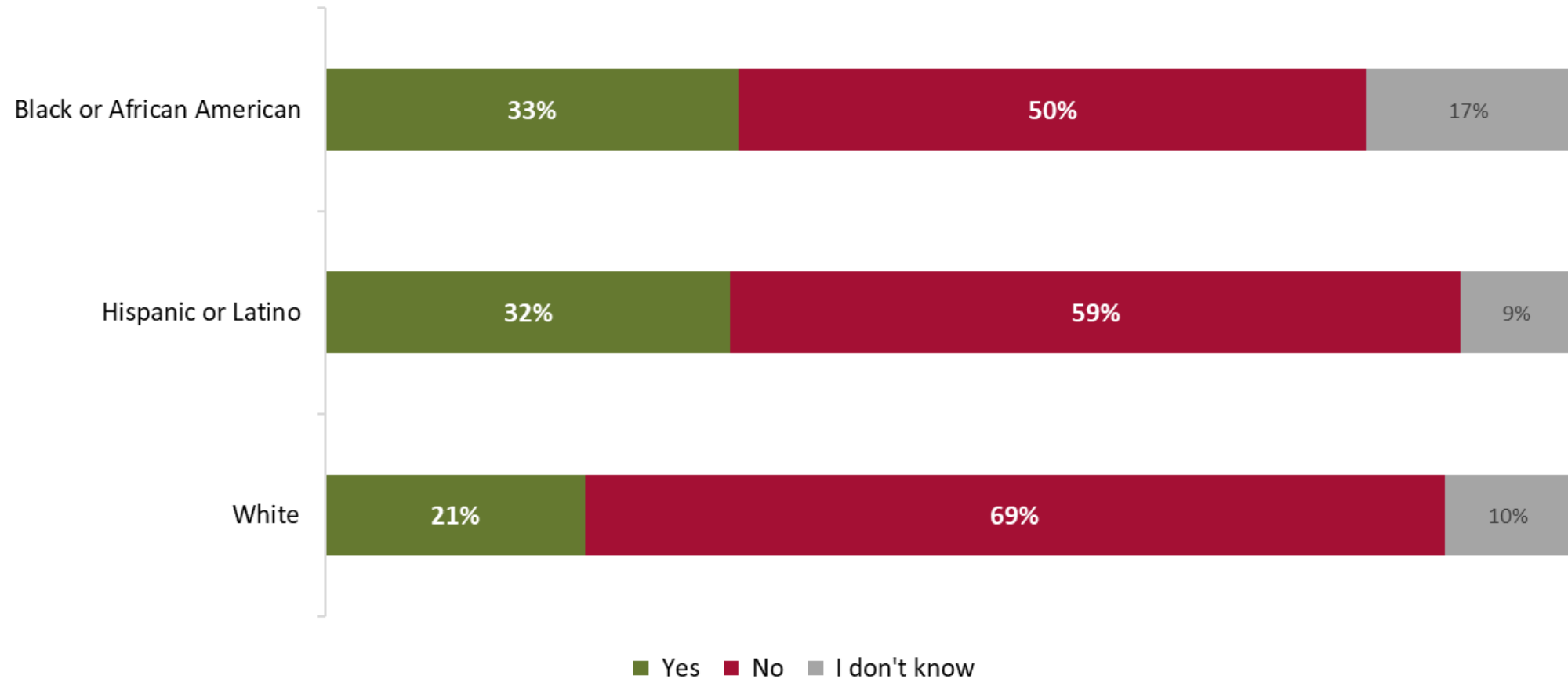
C18new: Did you typically work remotely for your primary company in January 2020?



Section C

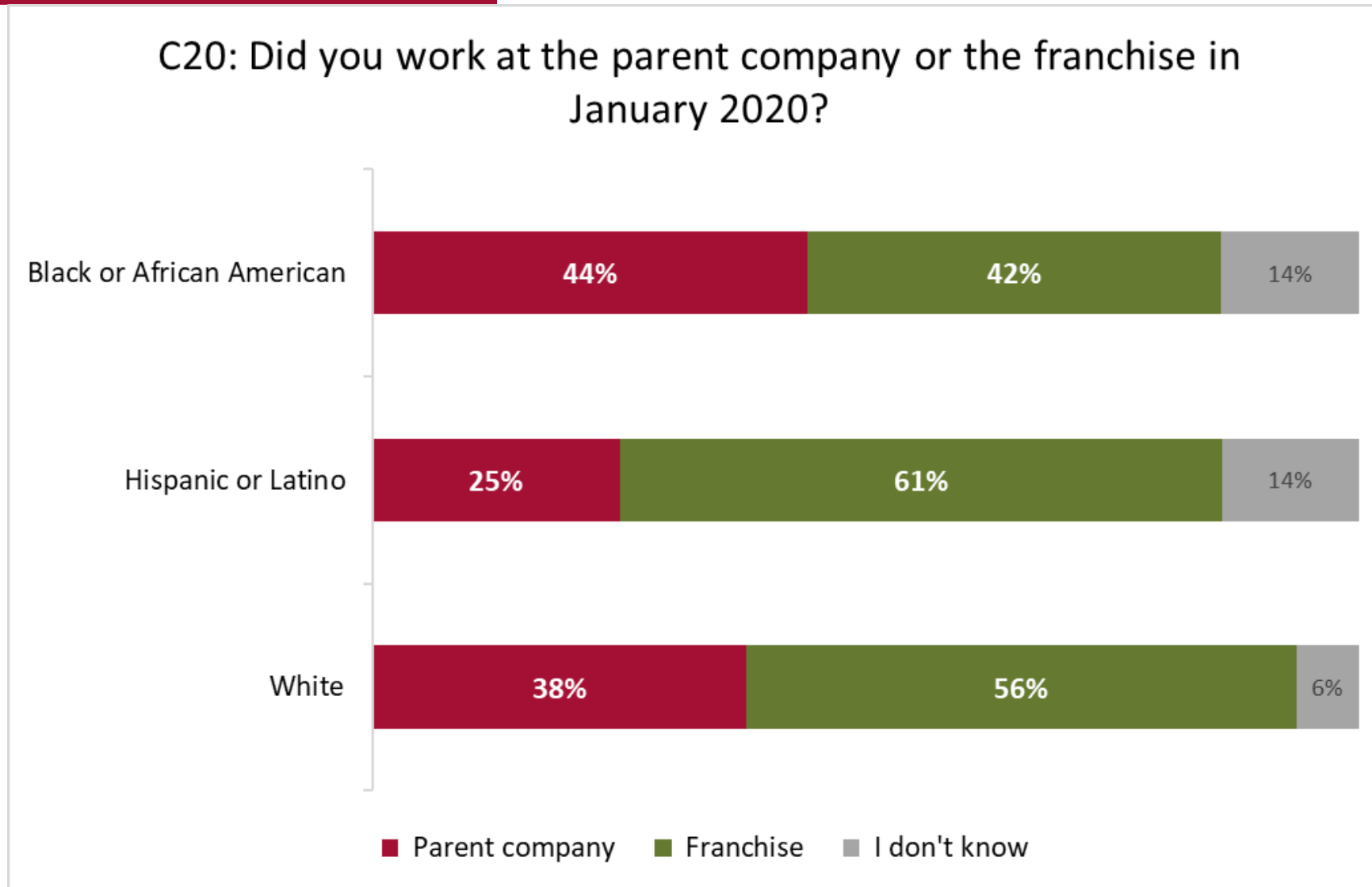
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C19: Did your primary company use a franchise model in January 2020?



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents whose company uses a franchise model answered this question

Section C

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

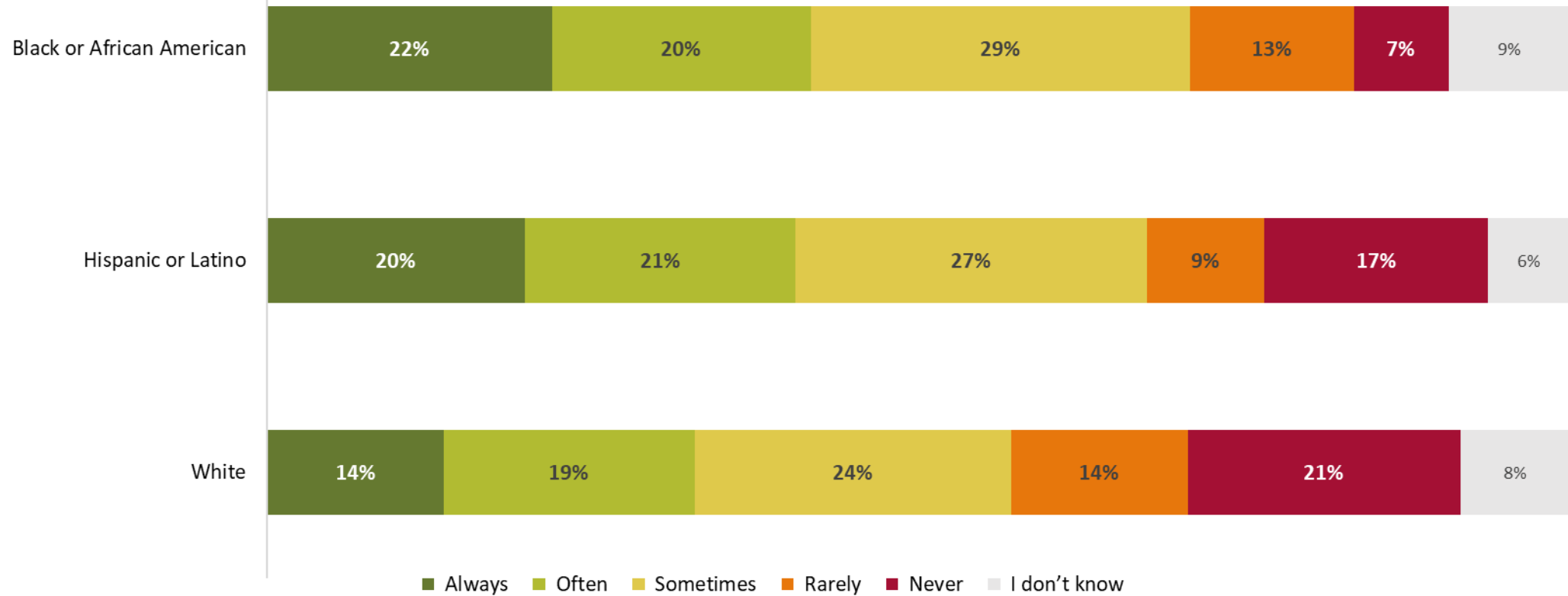
Your experience with company practices

Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Internally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories within my company)

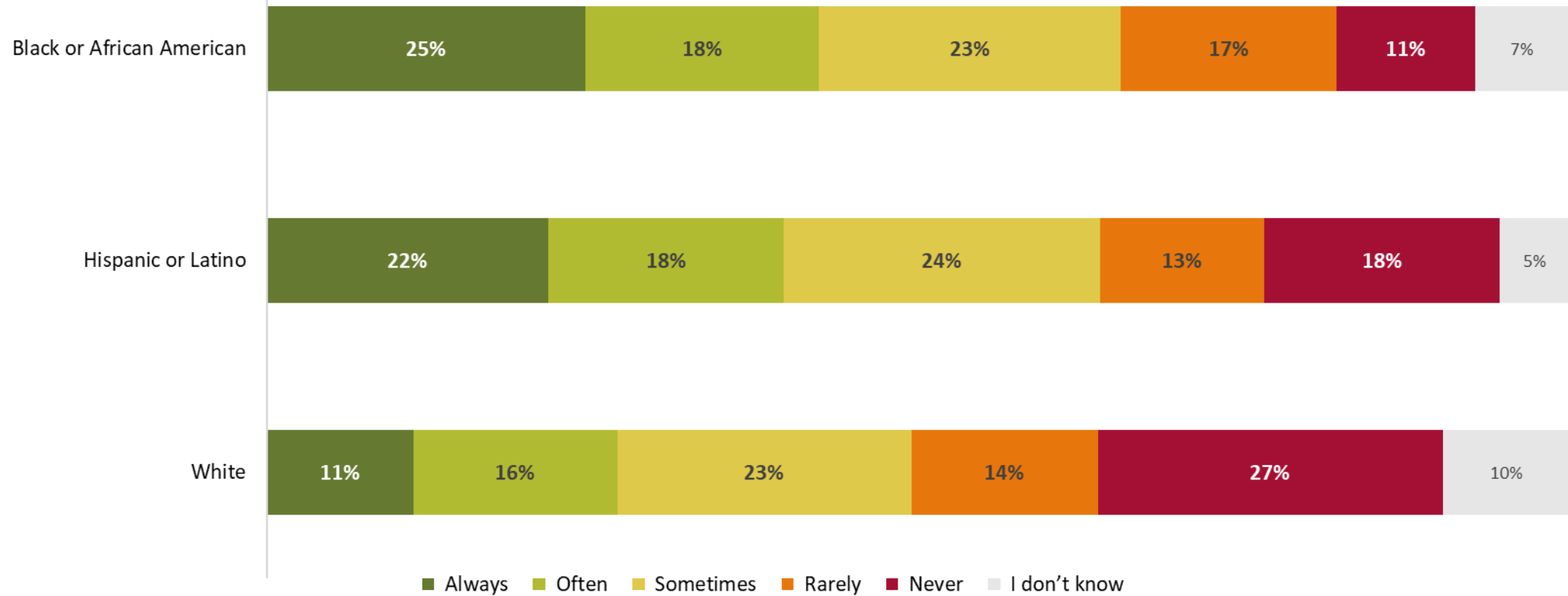


Section D *Pre-employment*

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

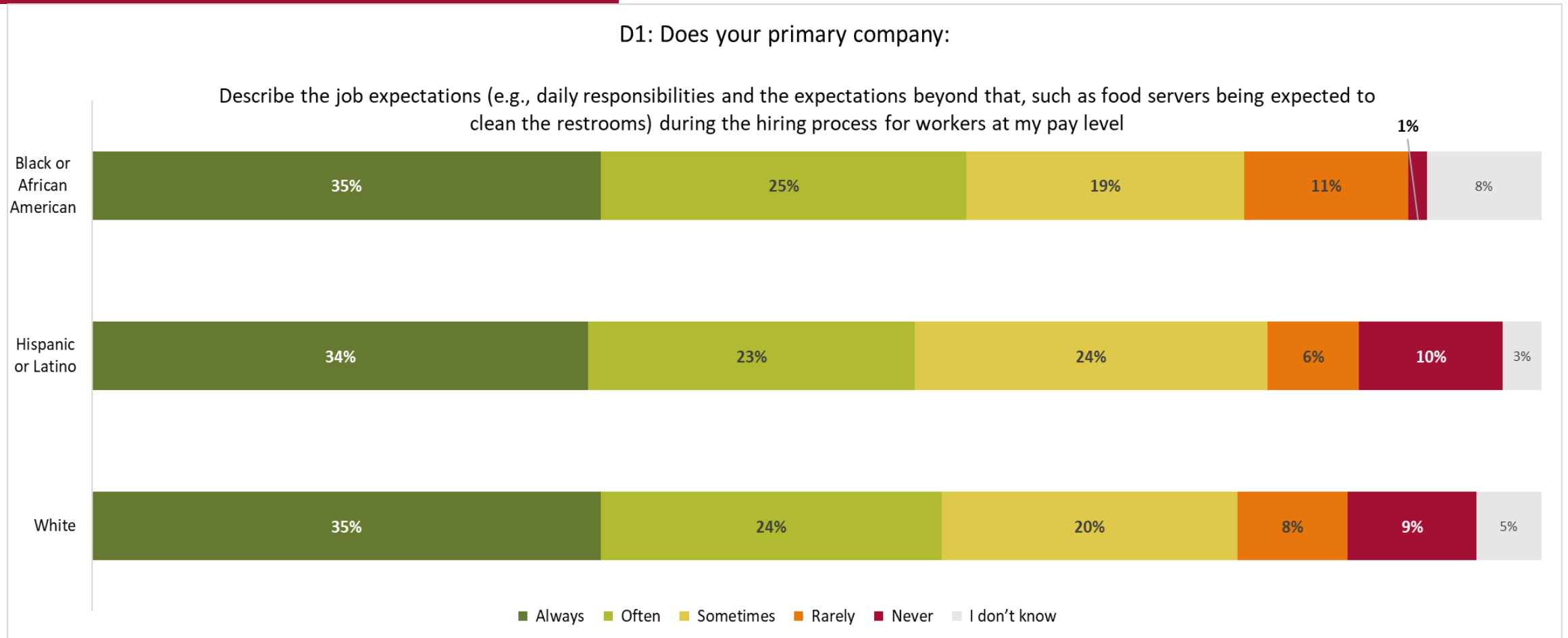
D1: Does your primary company:

Externally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories outside of my company)



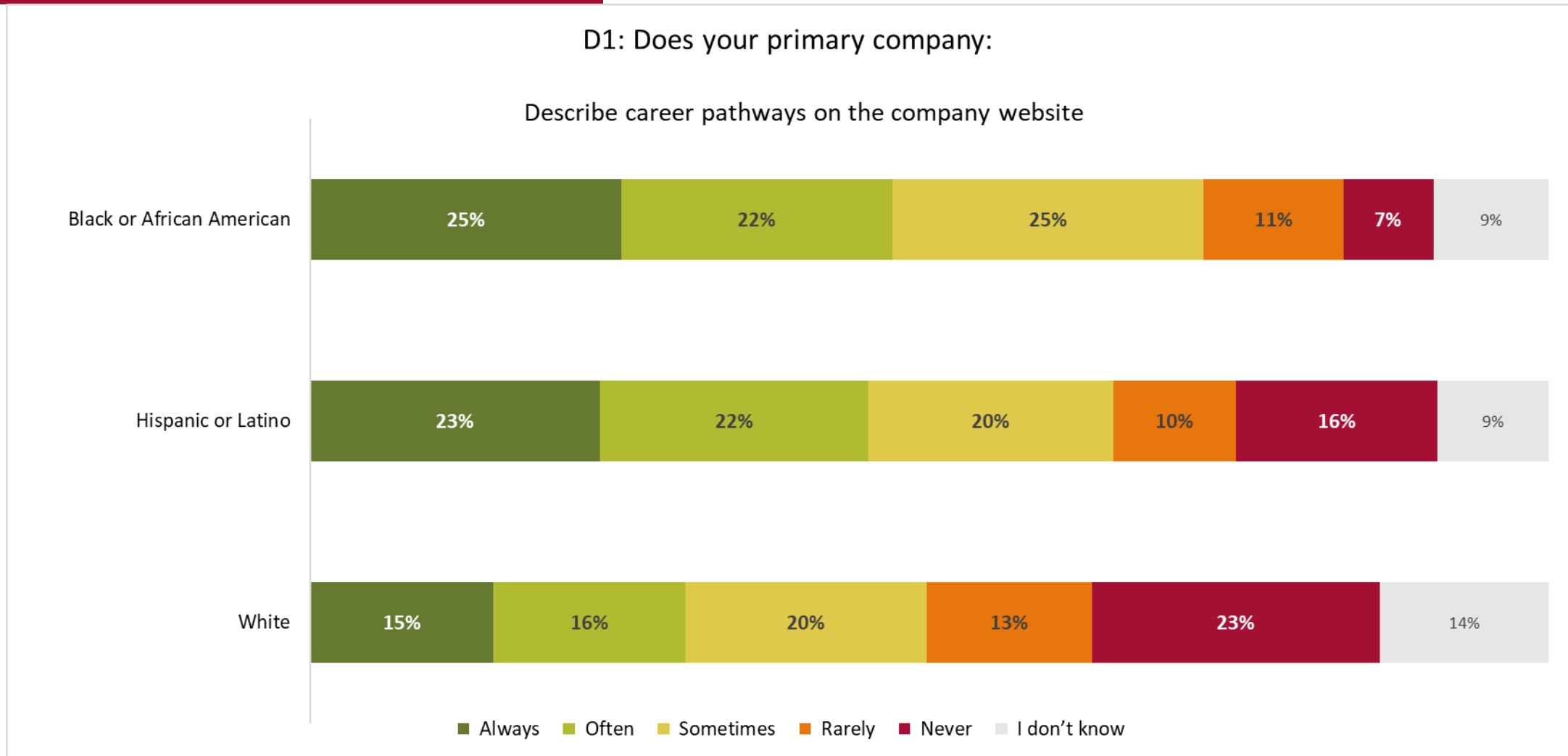
Section D Pre-employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



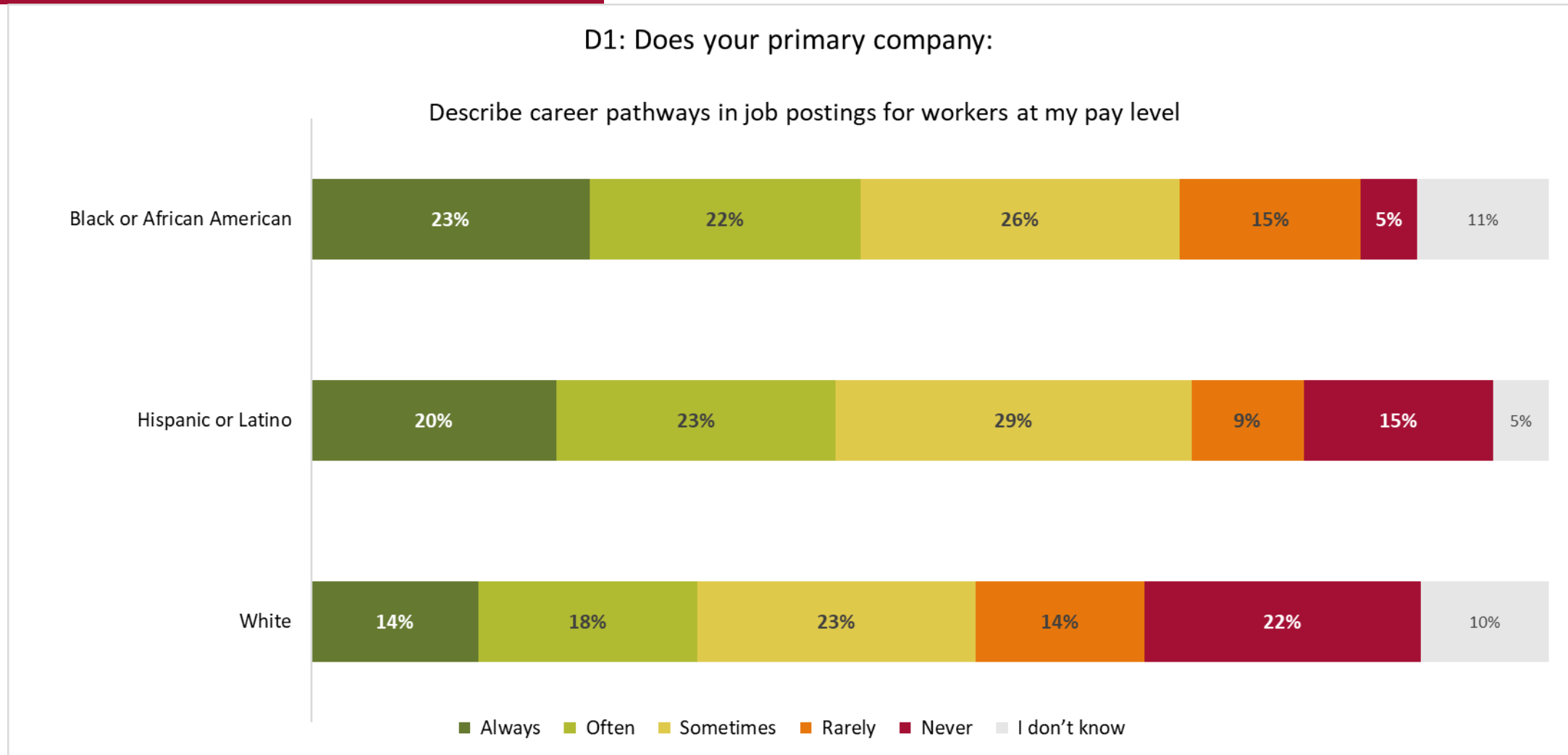
Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



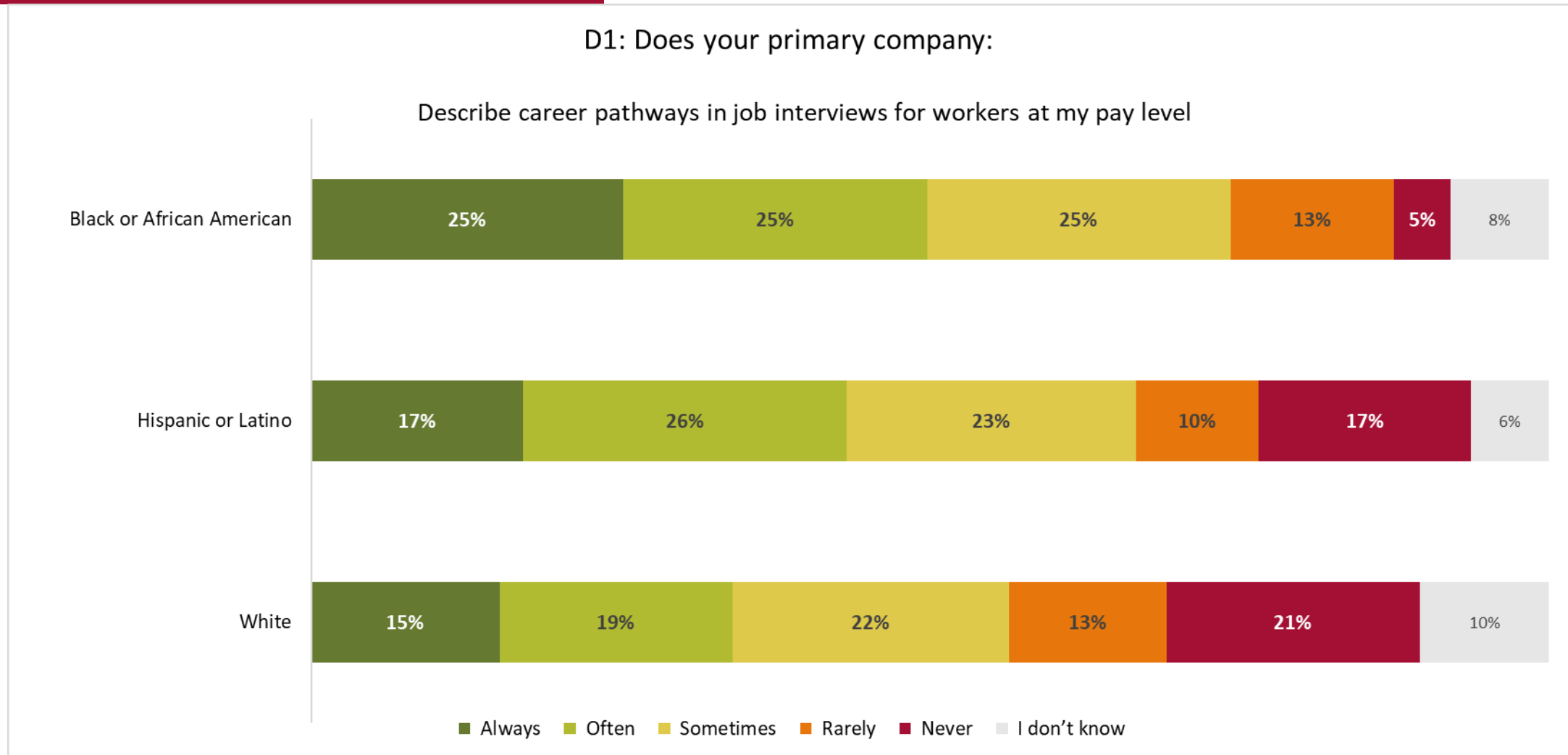
Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

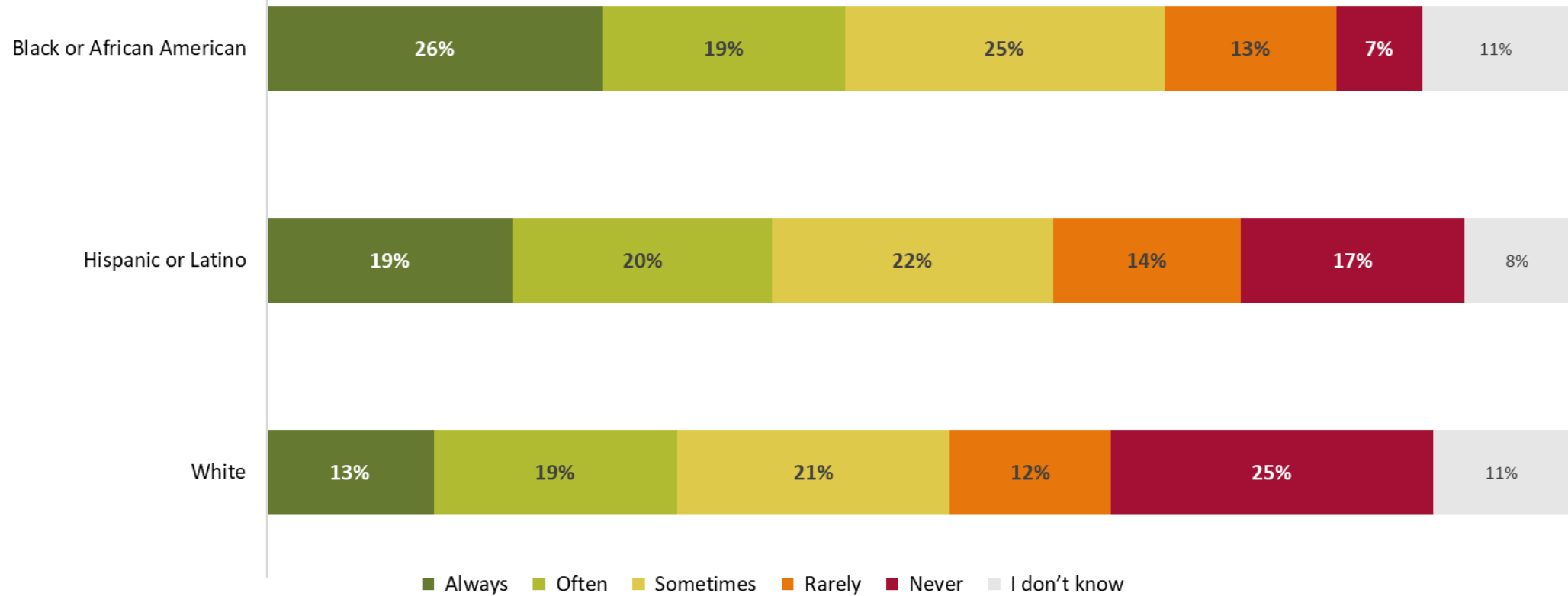


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe total compensation for different roles on the career pathways on the company website

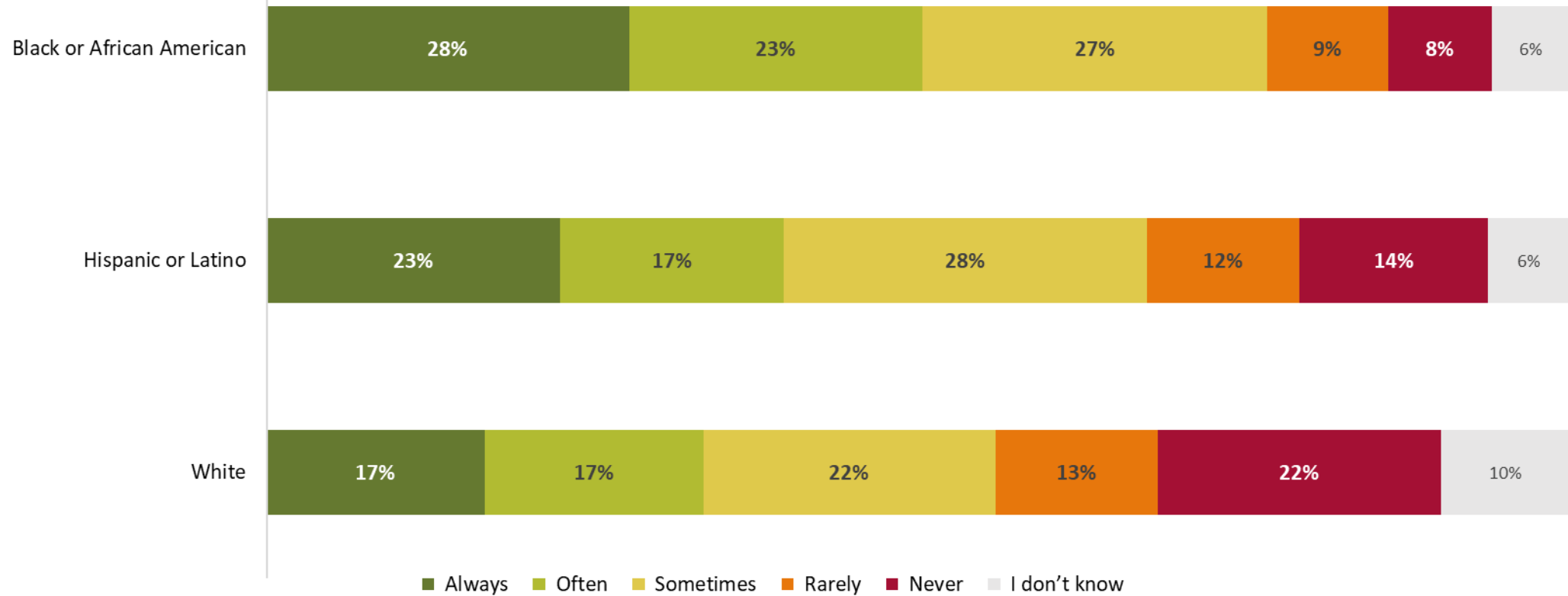


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe total compensation for different roles on the career pathways in job postings for workers at my pay level

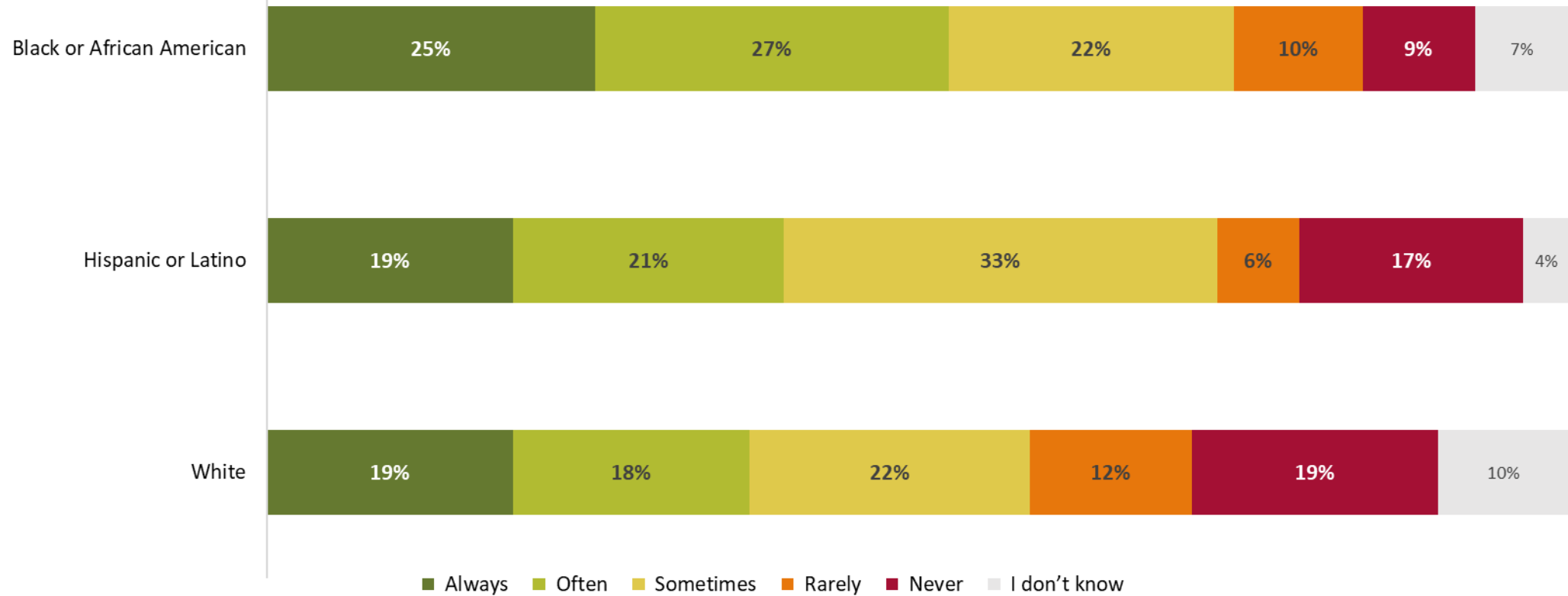


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

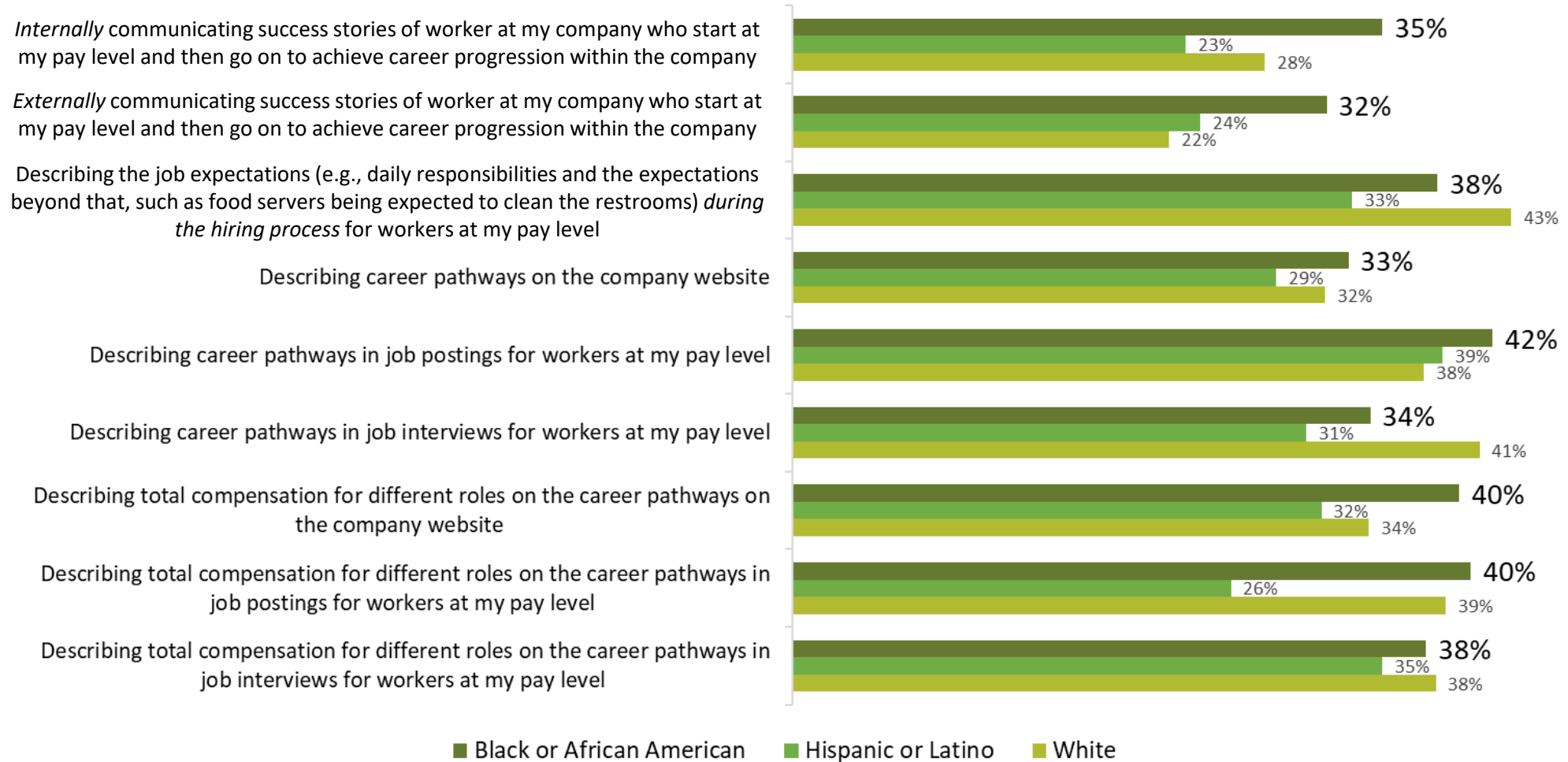
Describe total compensation for different roles on the career pathways in job interviews for workers at my pay level



Section D Pre-employment

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

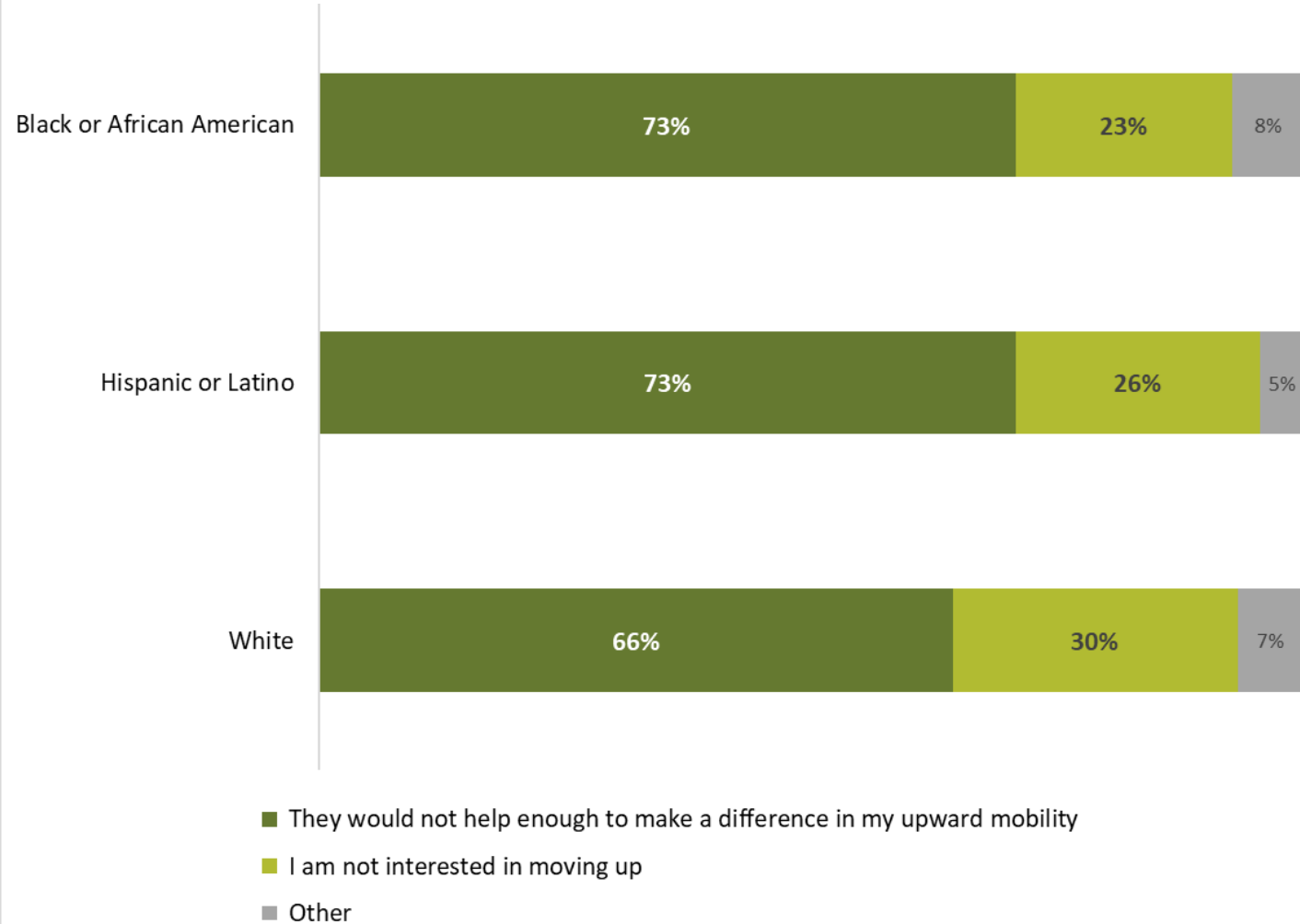
D2: Which of the below company practices would be helpful to your upward mobility:



Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

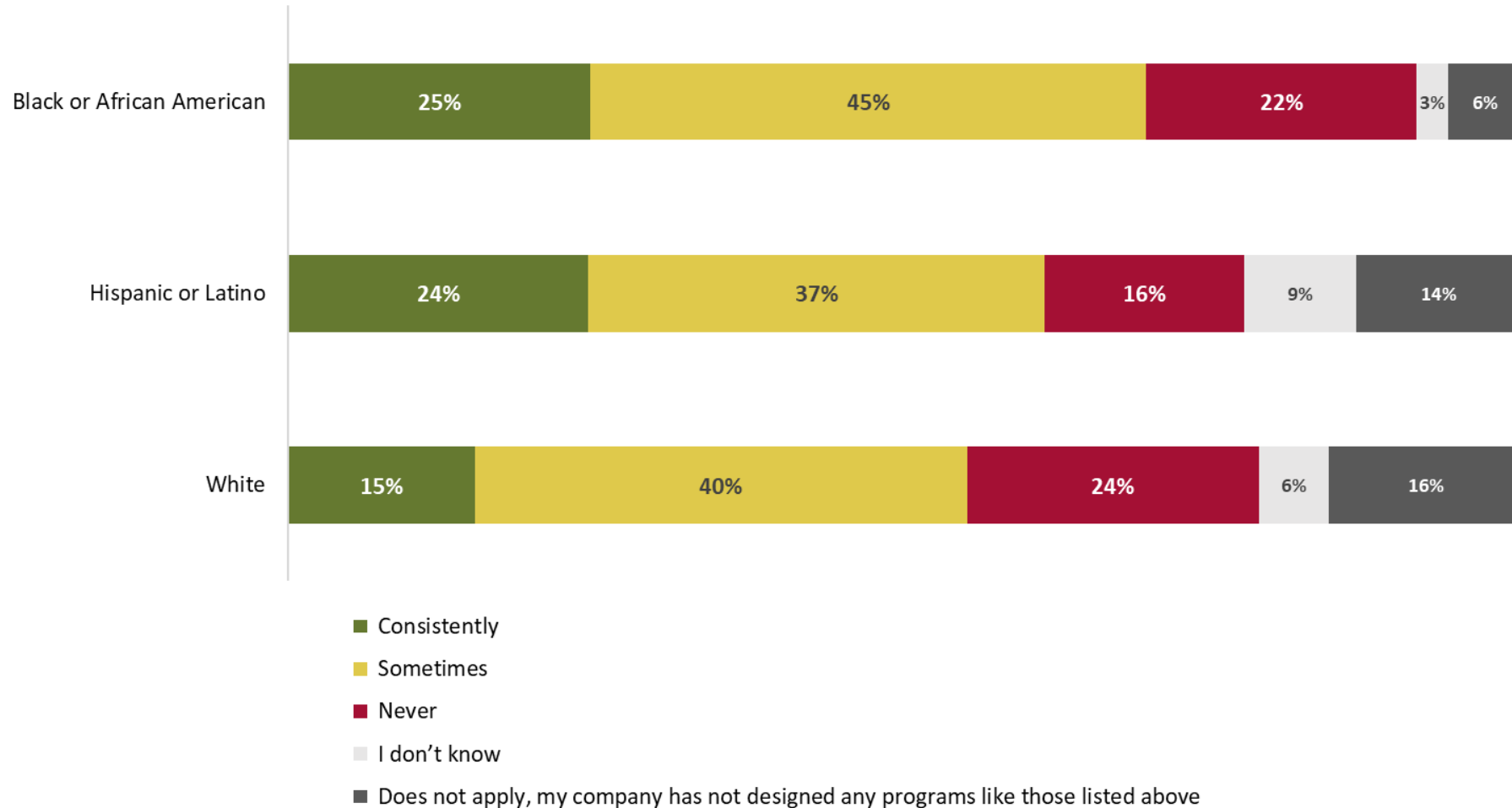
D3: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D *Pre-employment*

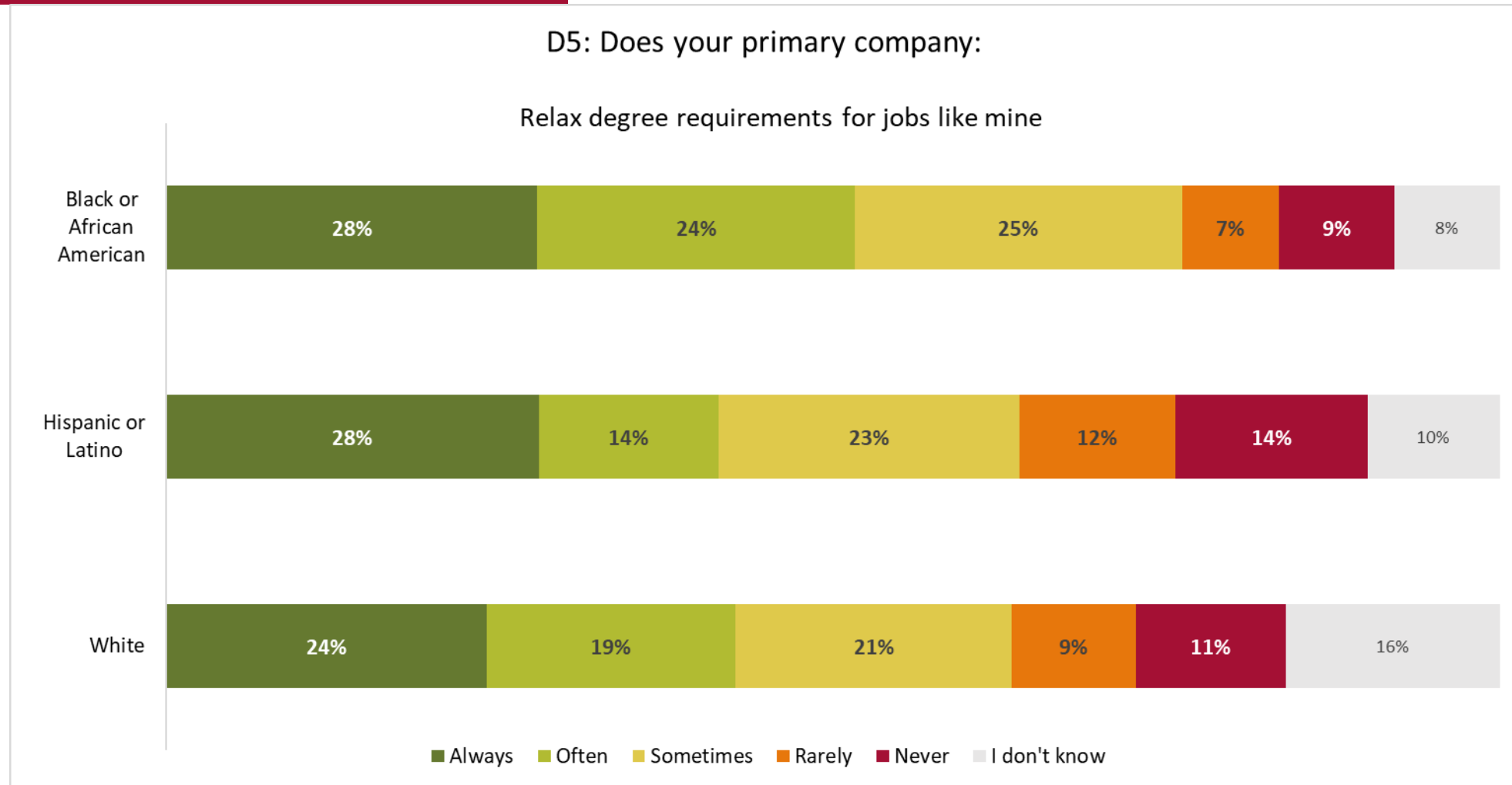
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D4: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



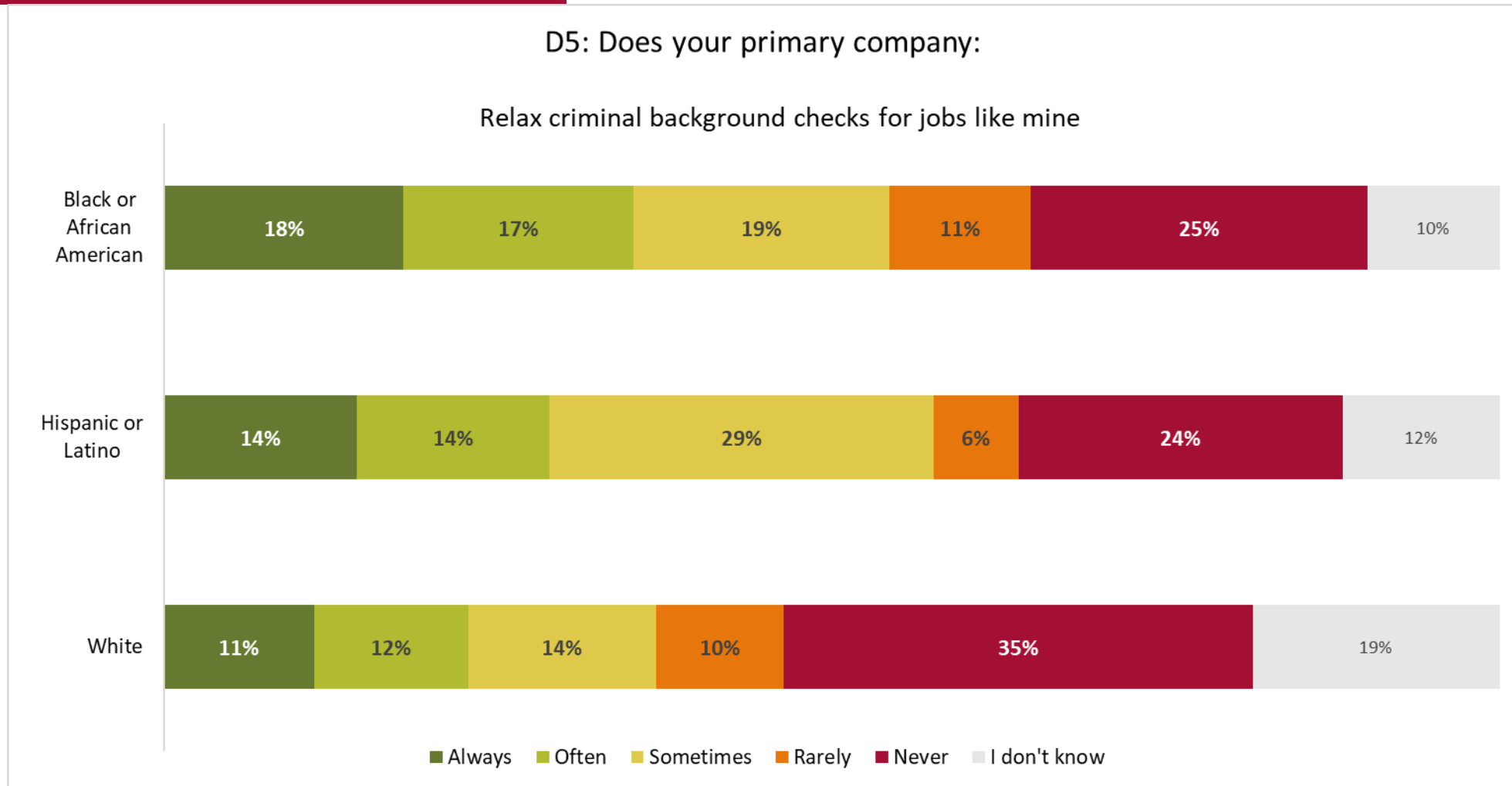
Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



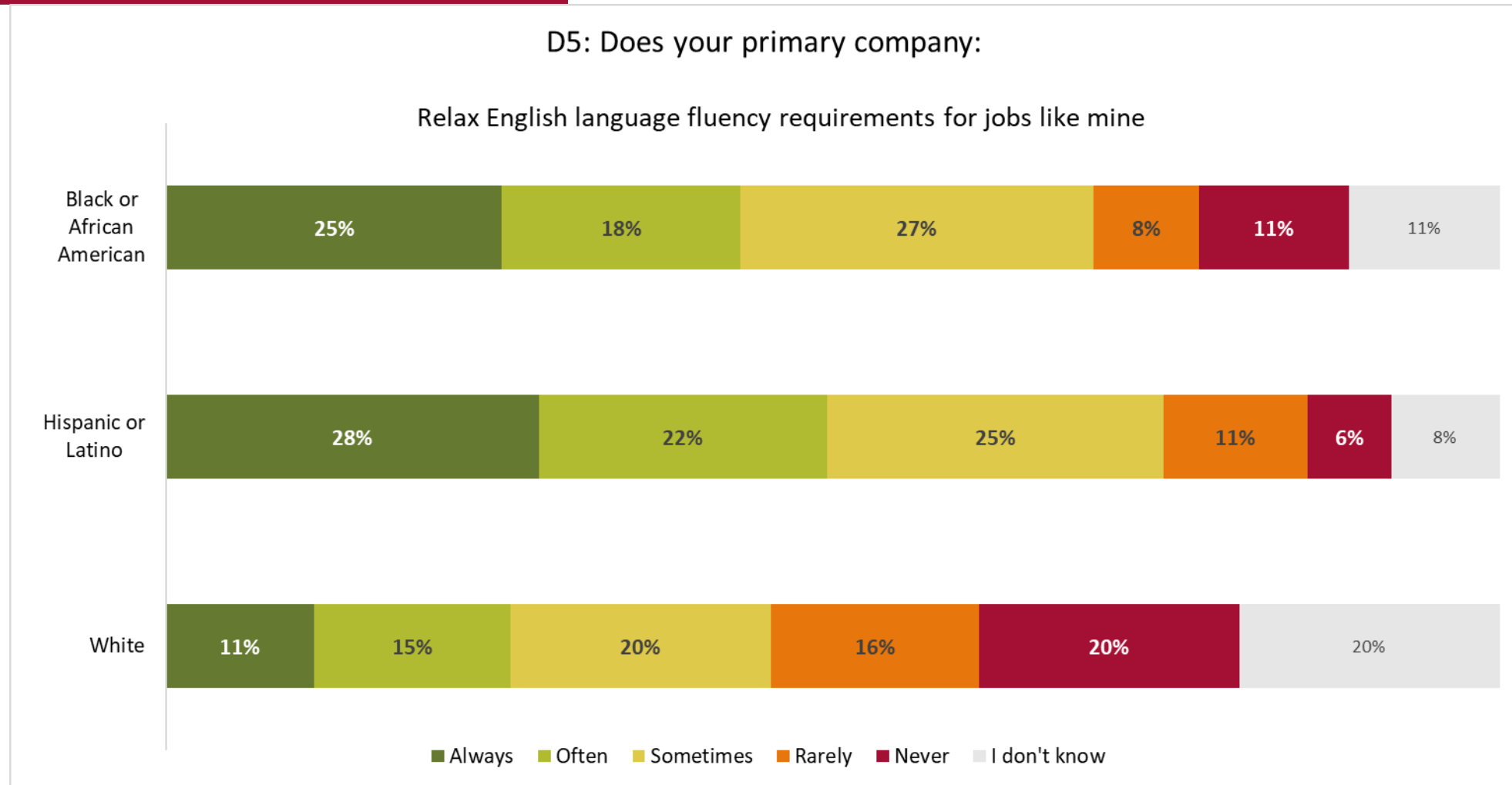
Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Hiring

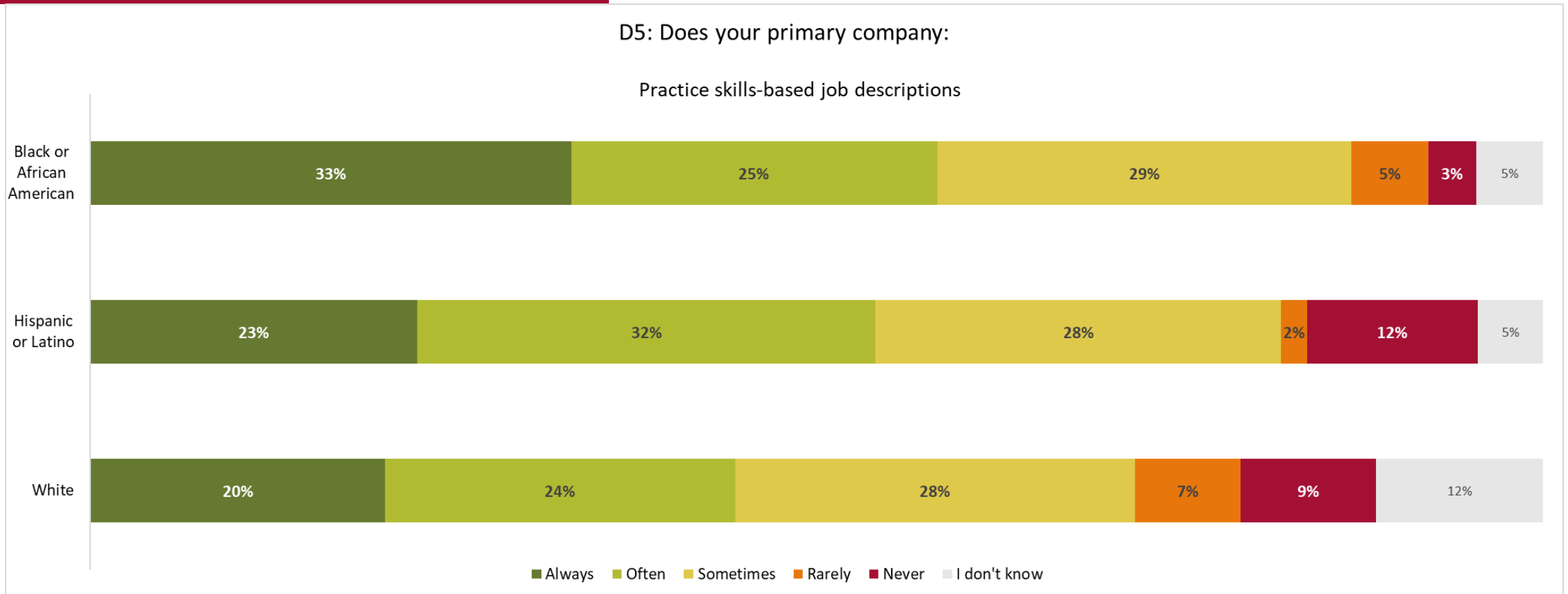
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

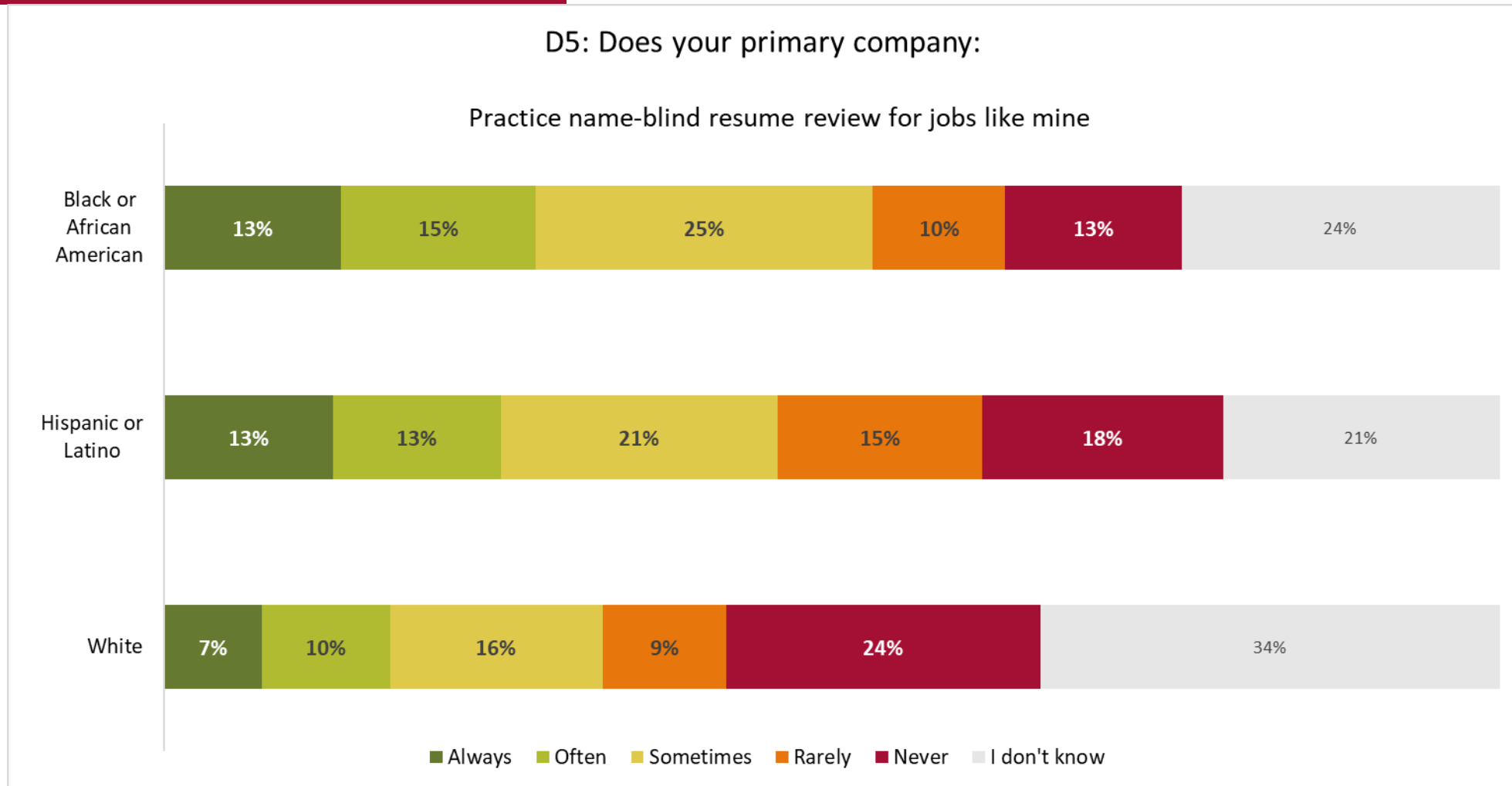
Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



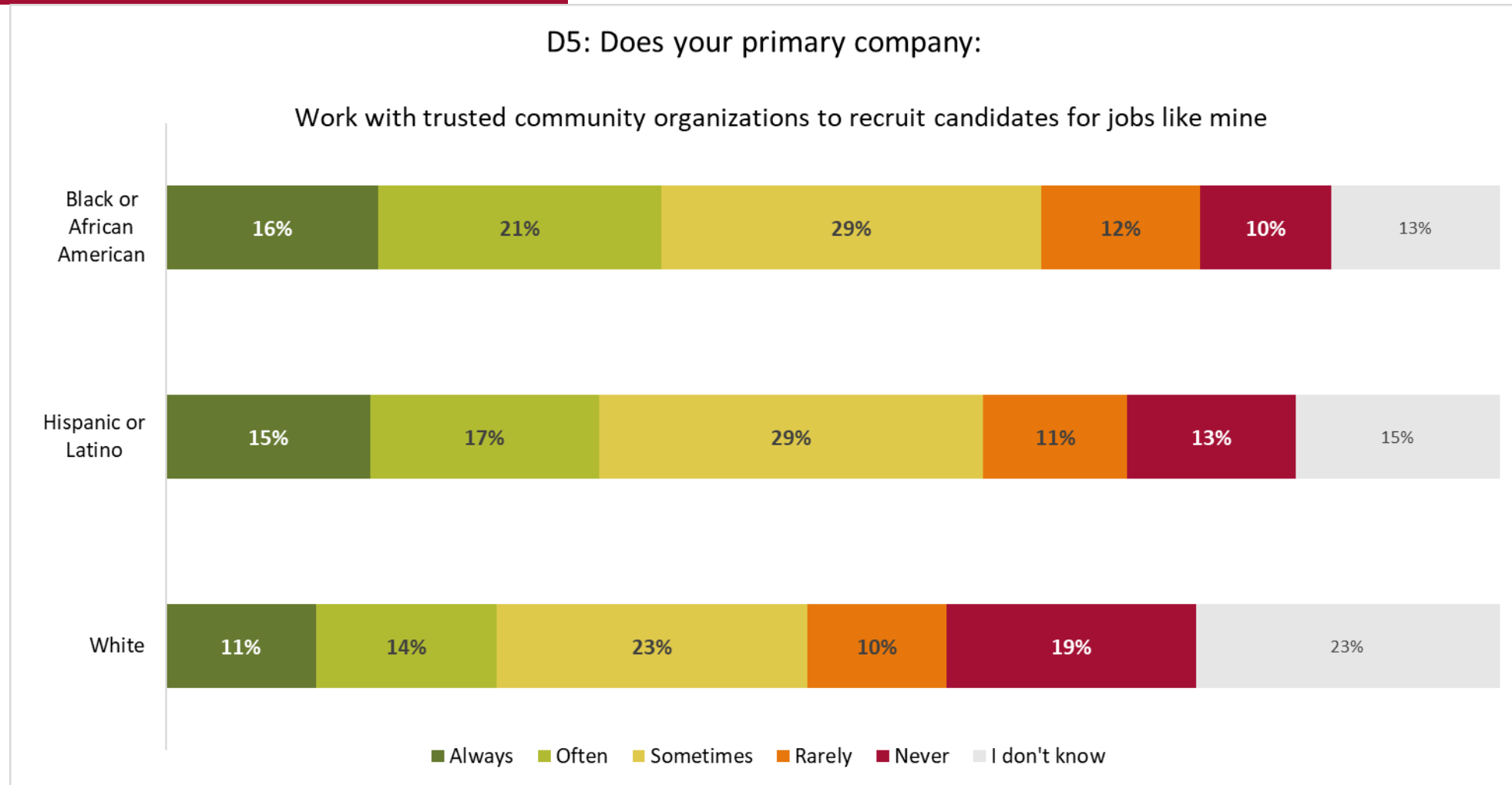
Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Hiring

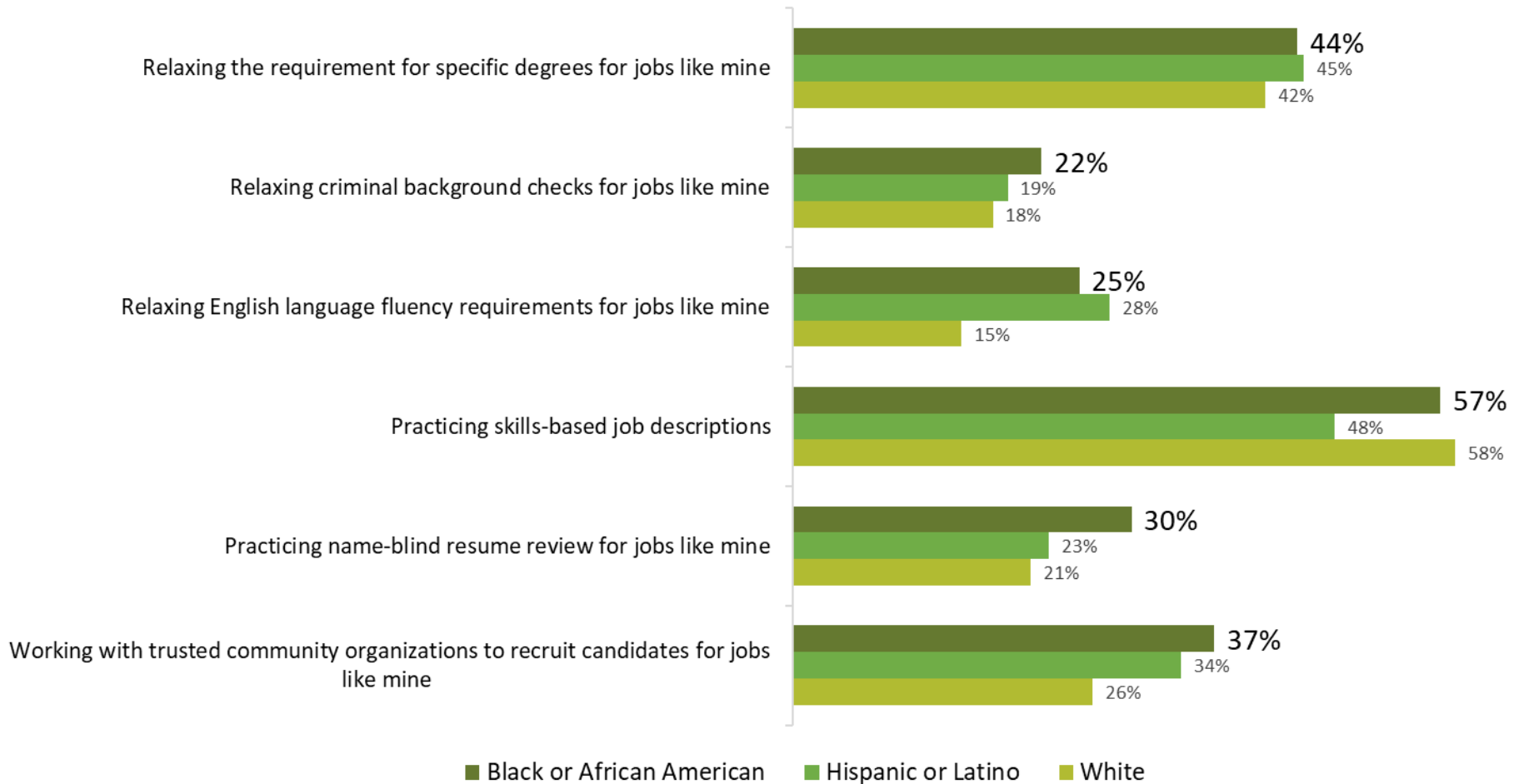
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Hiring

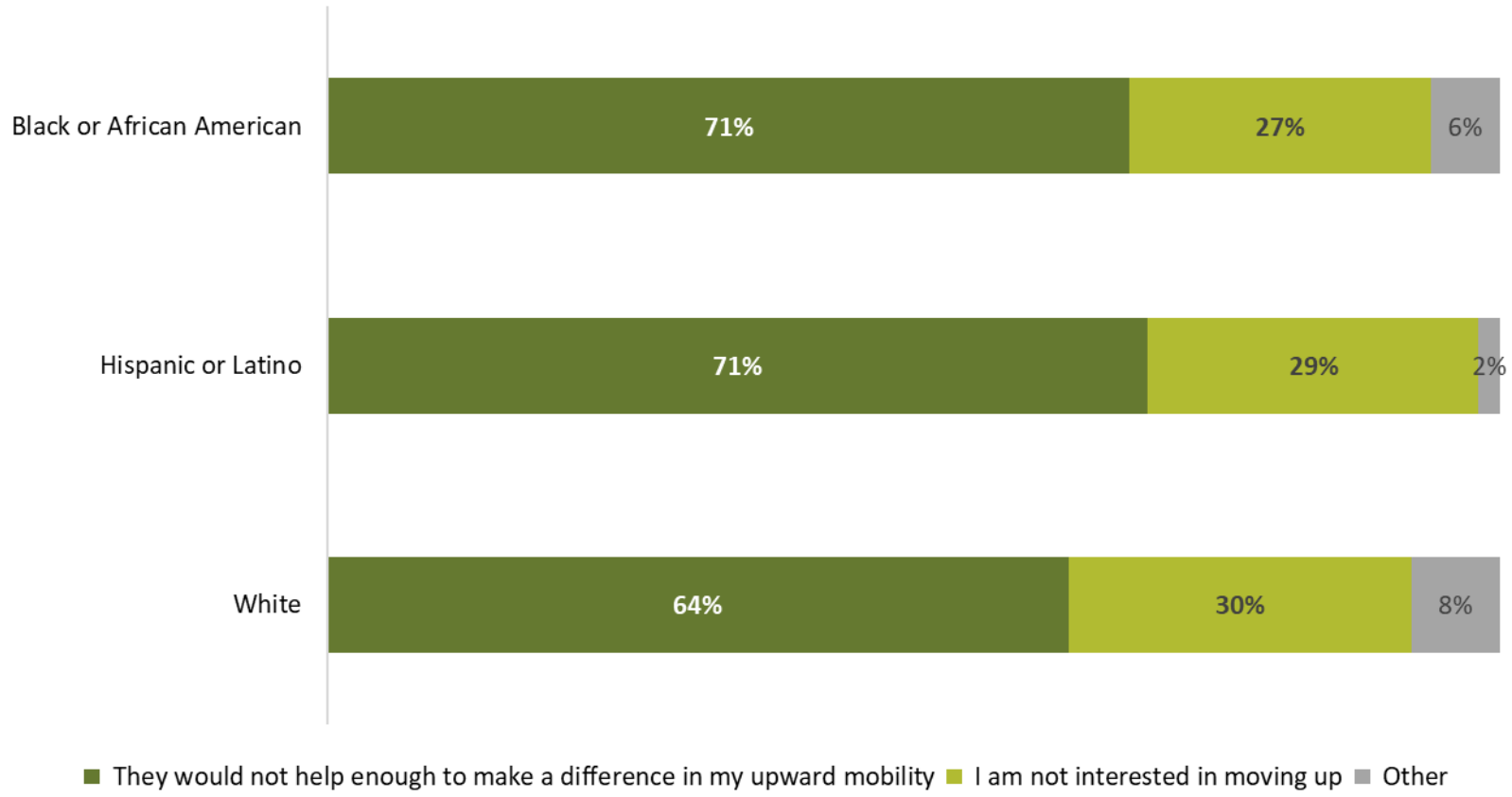
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D6: Which of the below company practices would be helpful to your upward mobility:



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

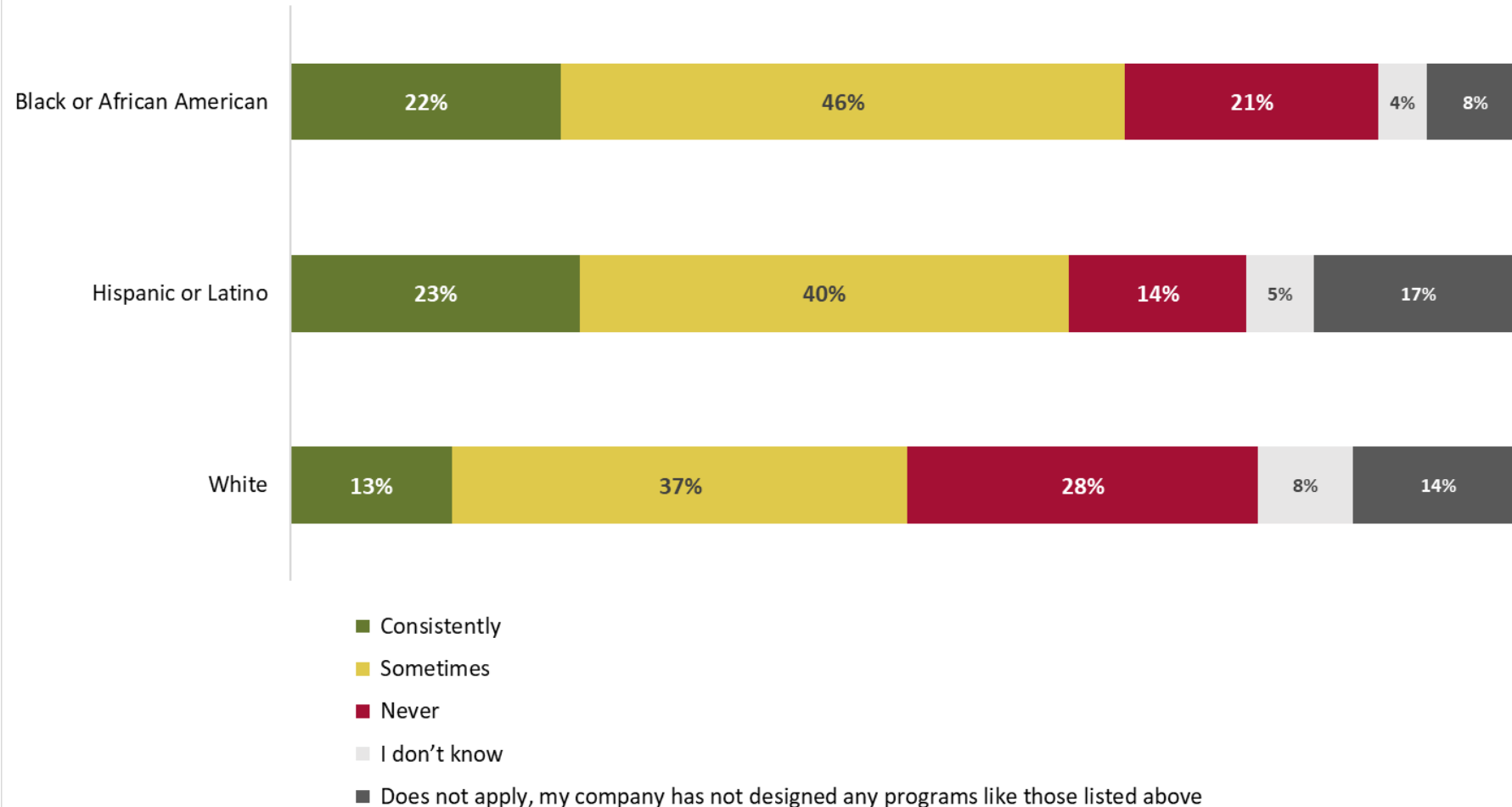
D7. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D Hiring

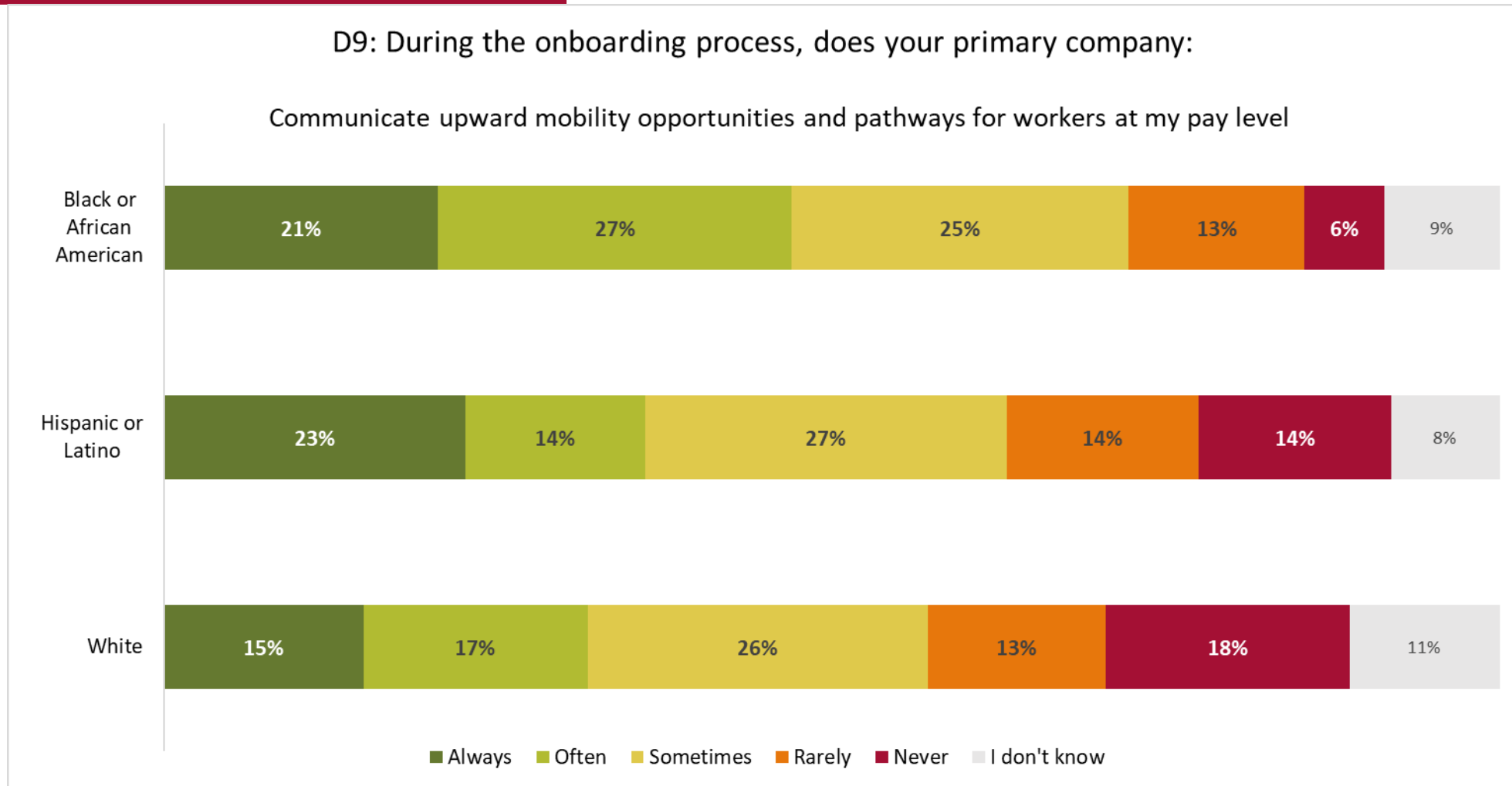
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D8: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



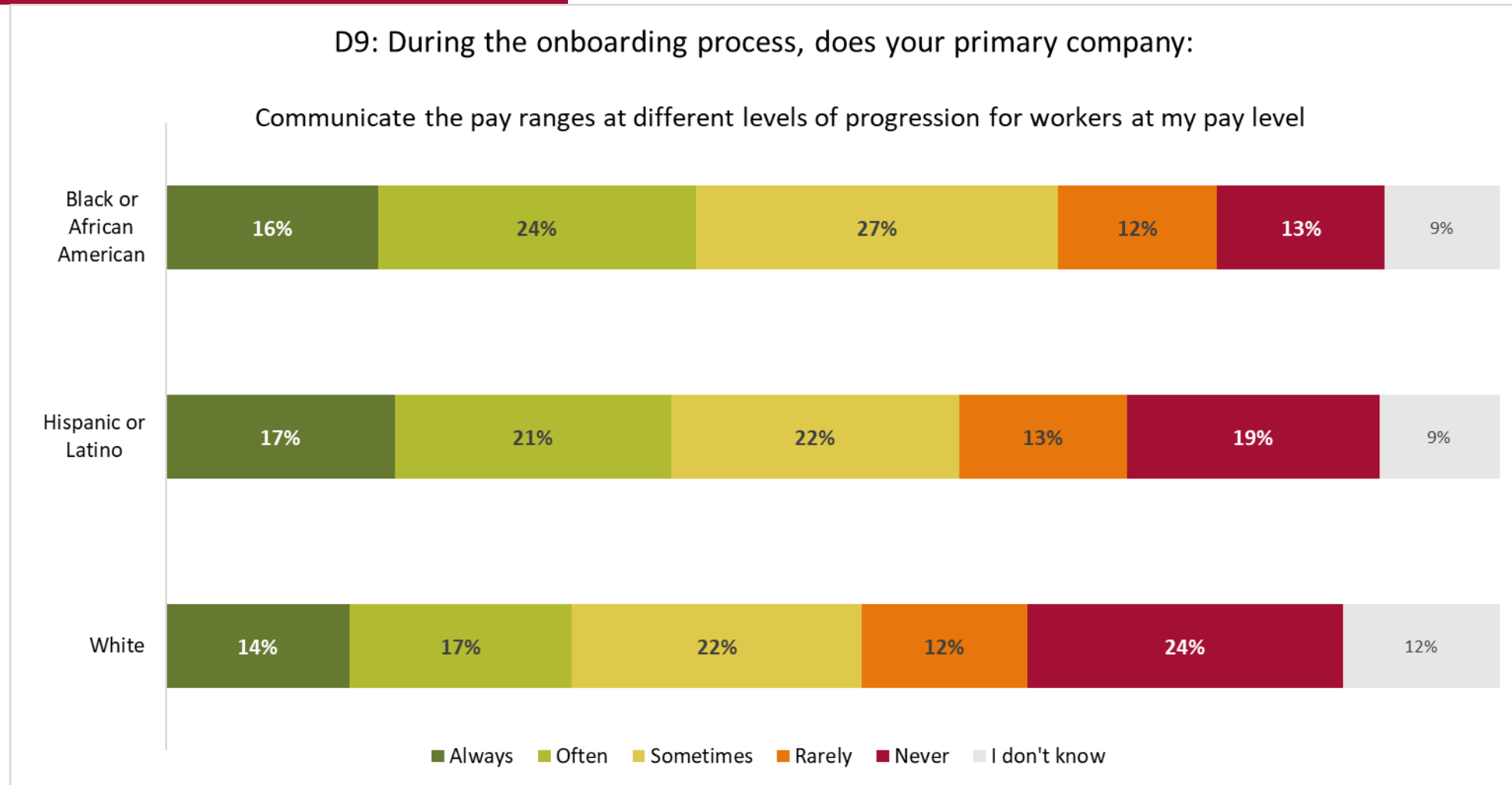
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



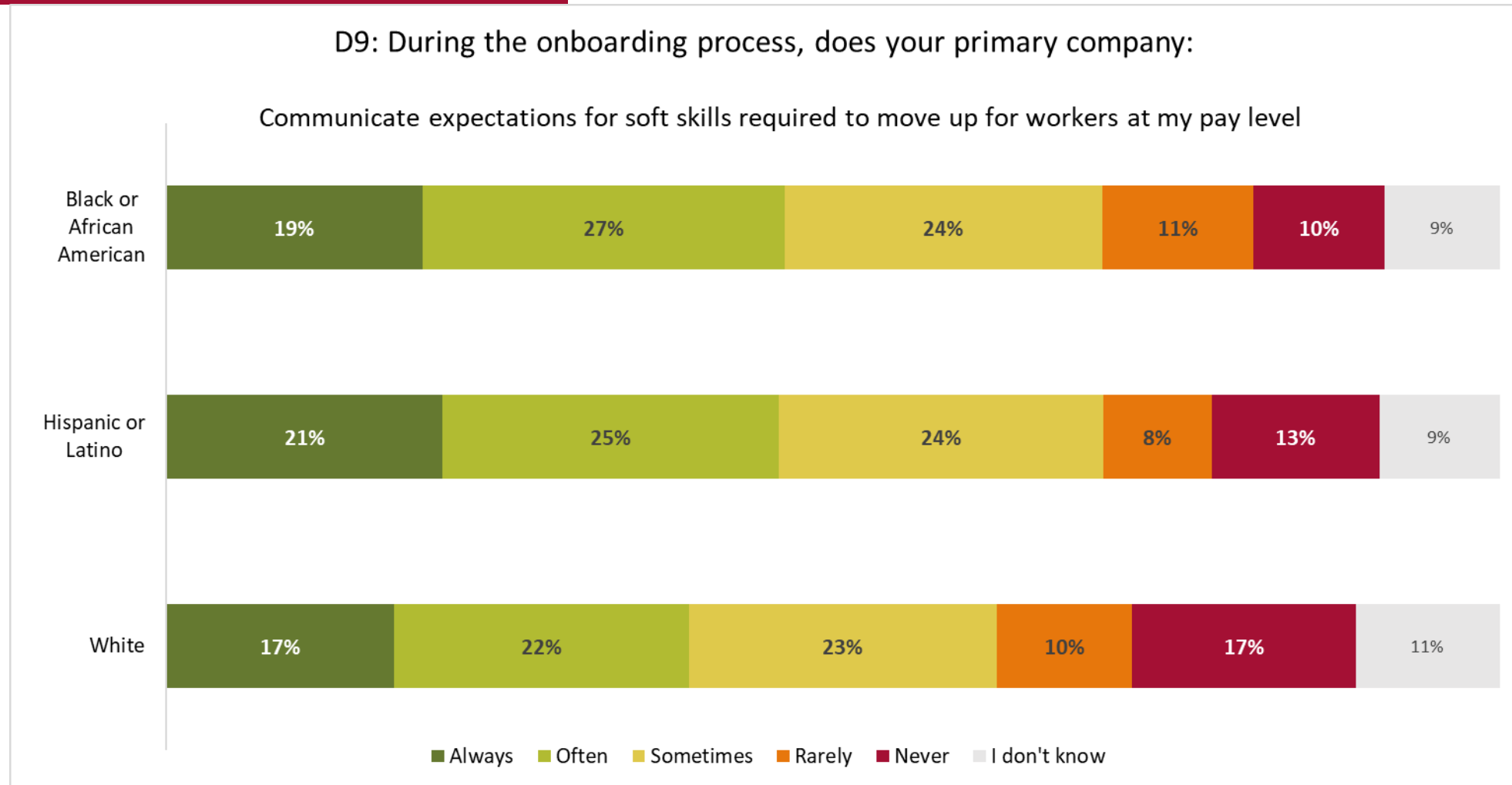
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



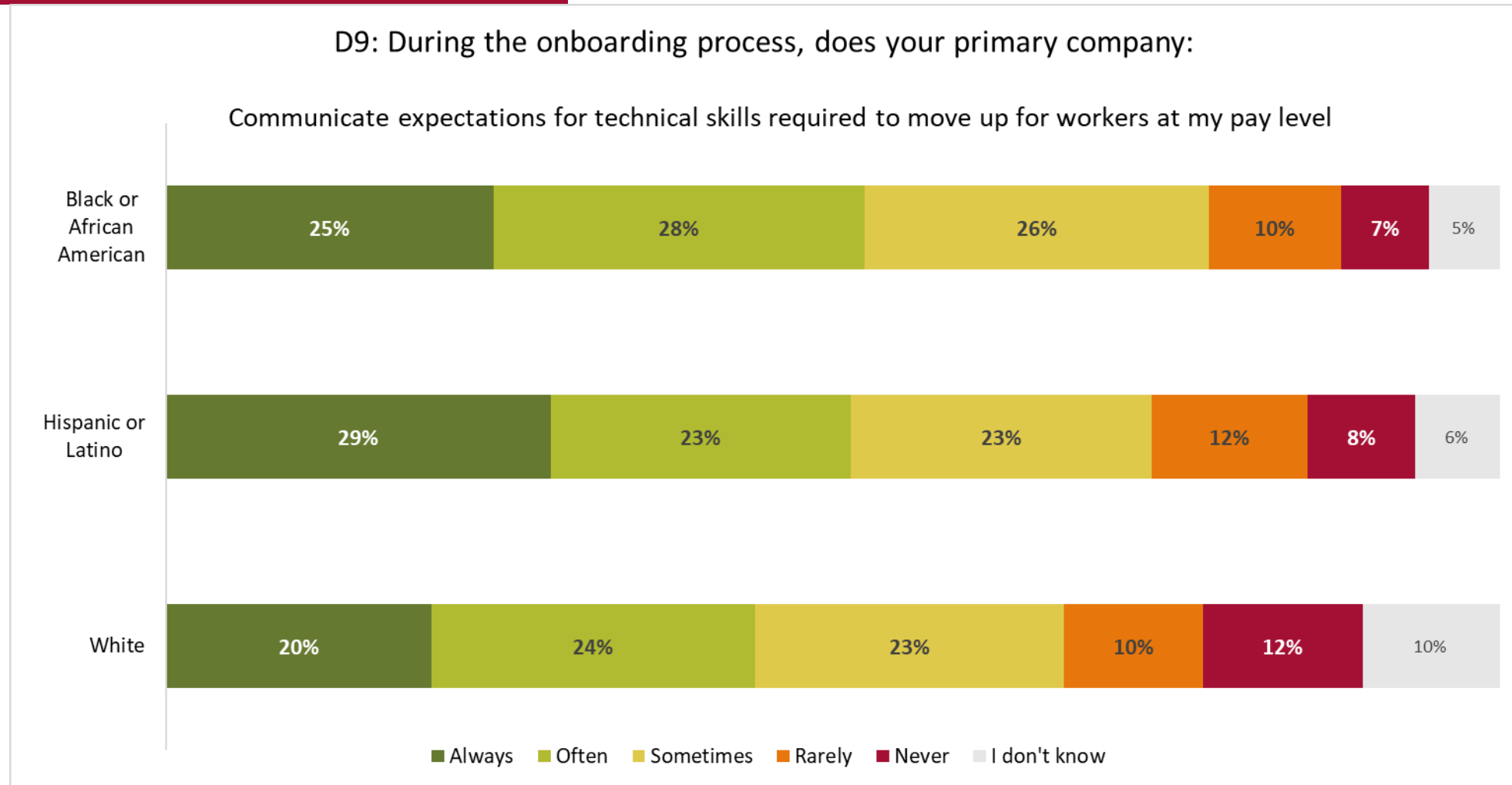
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



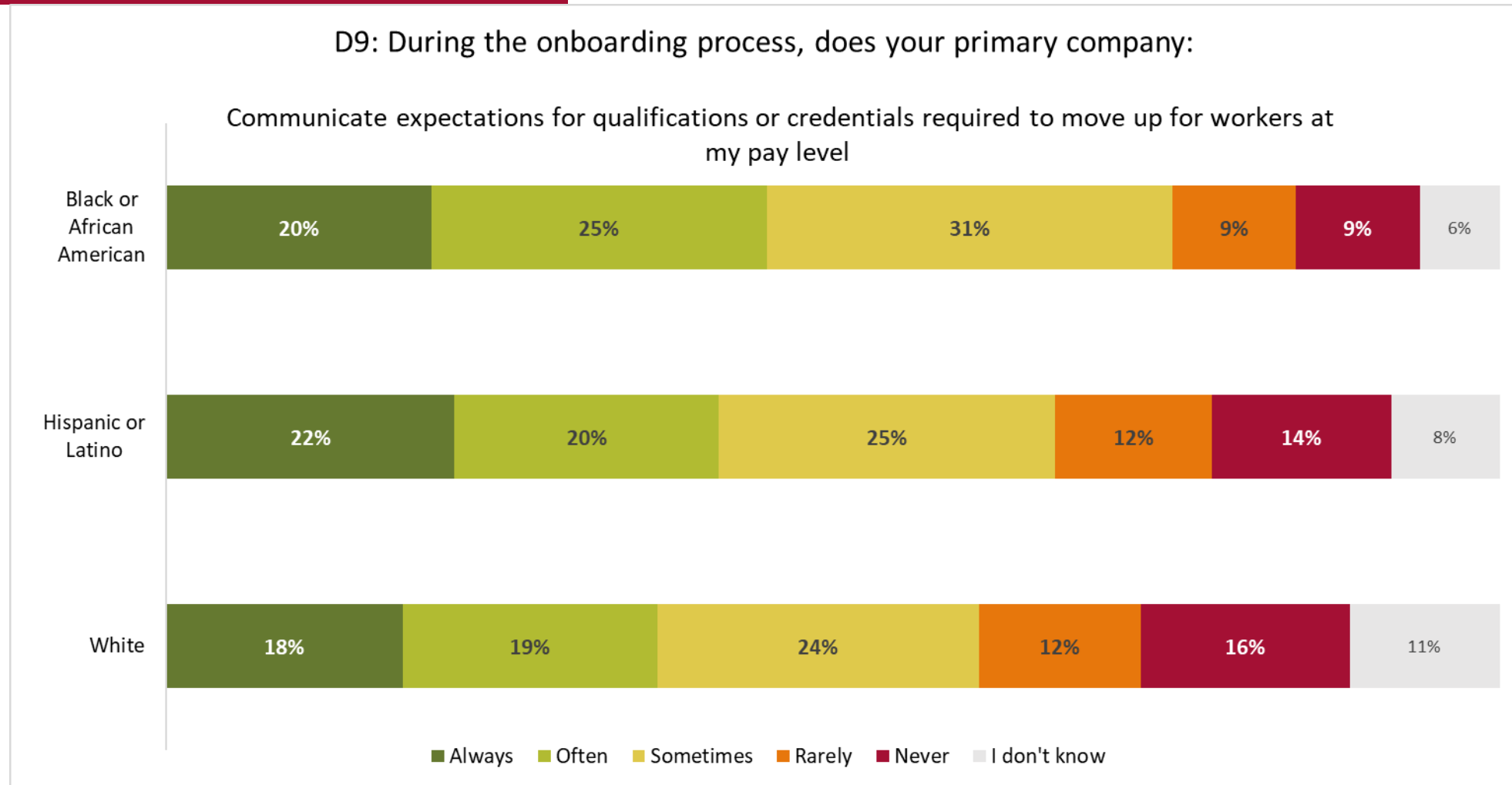
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



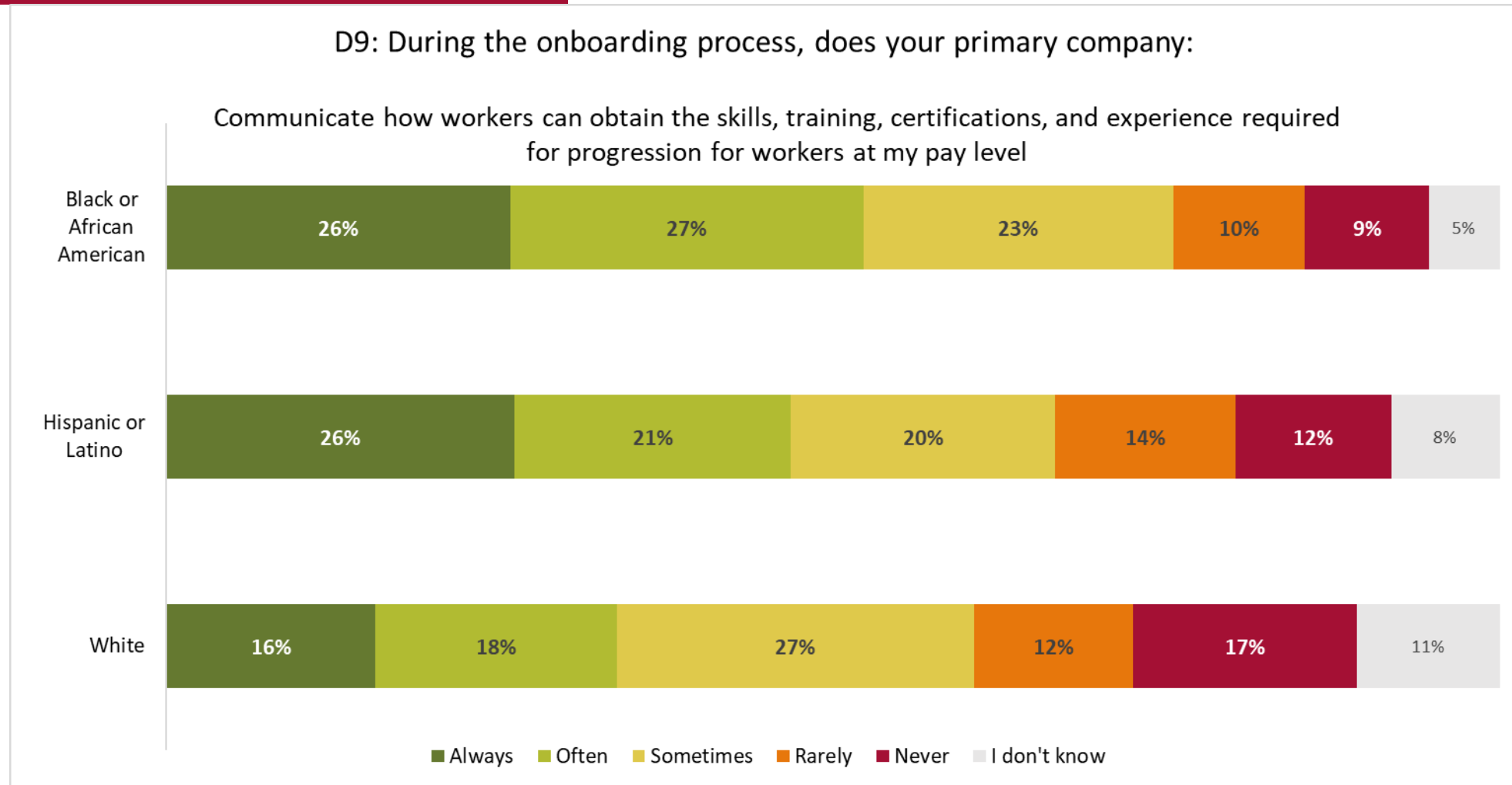
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



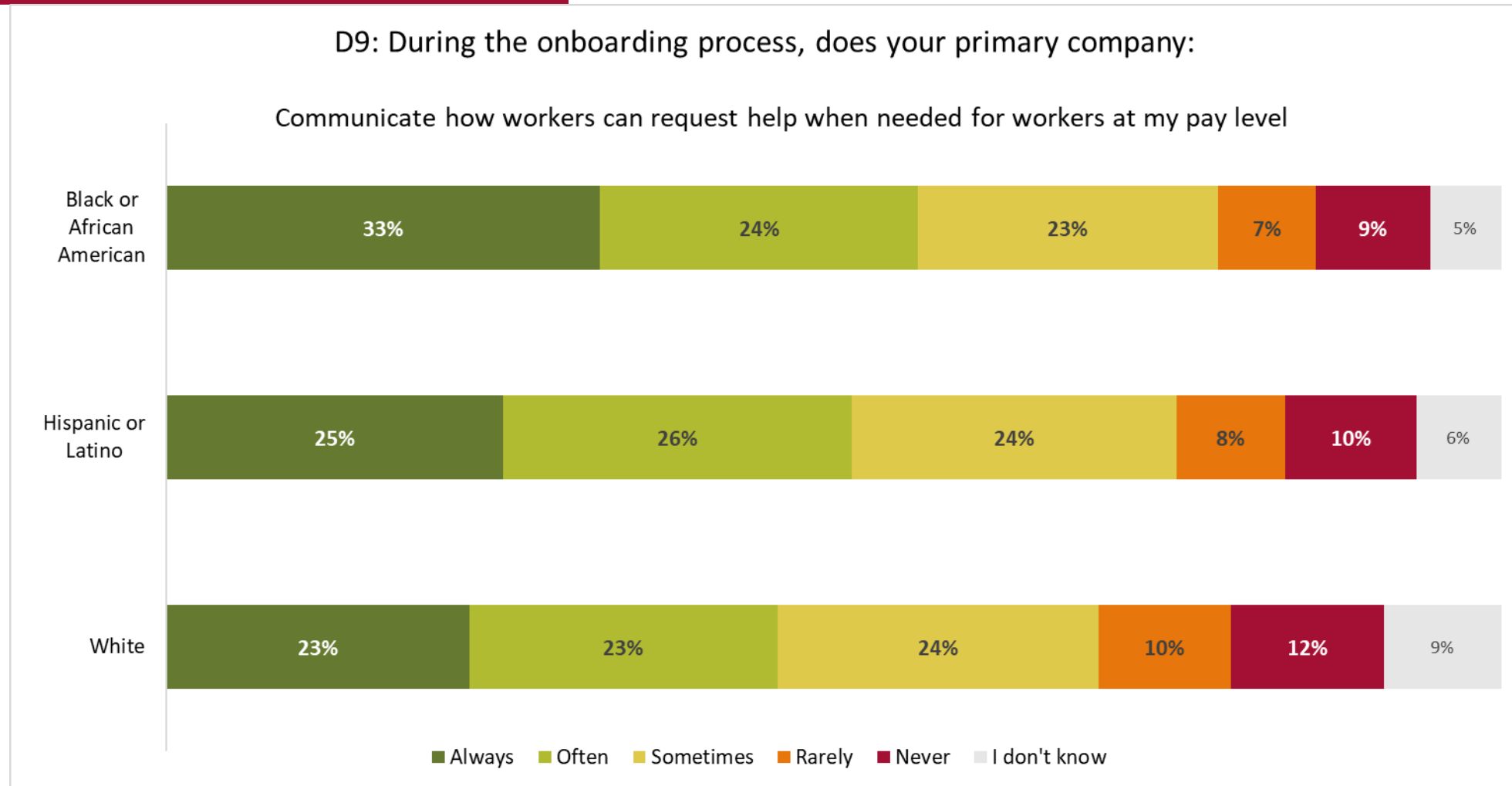
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



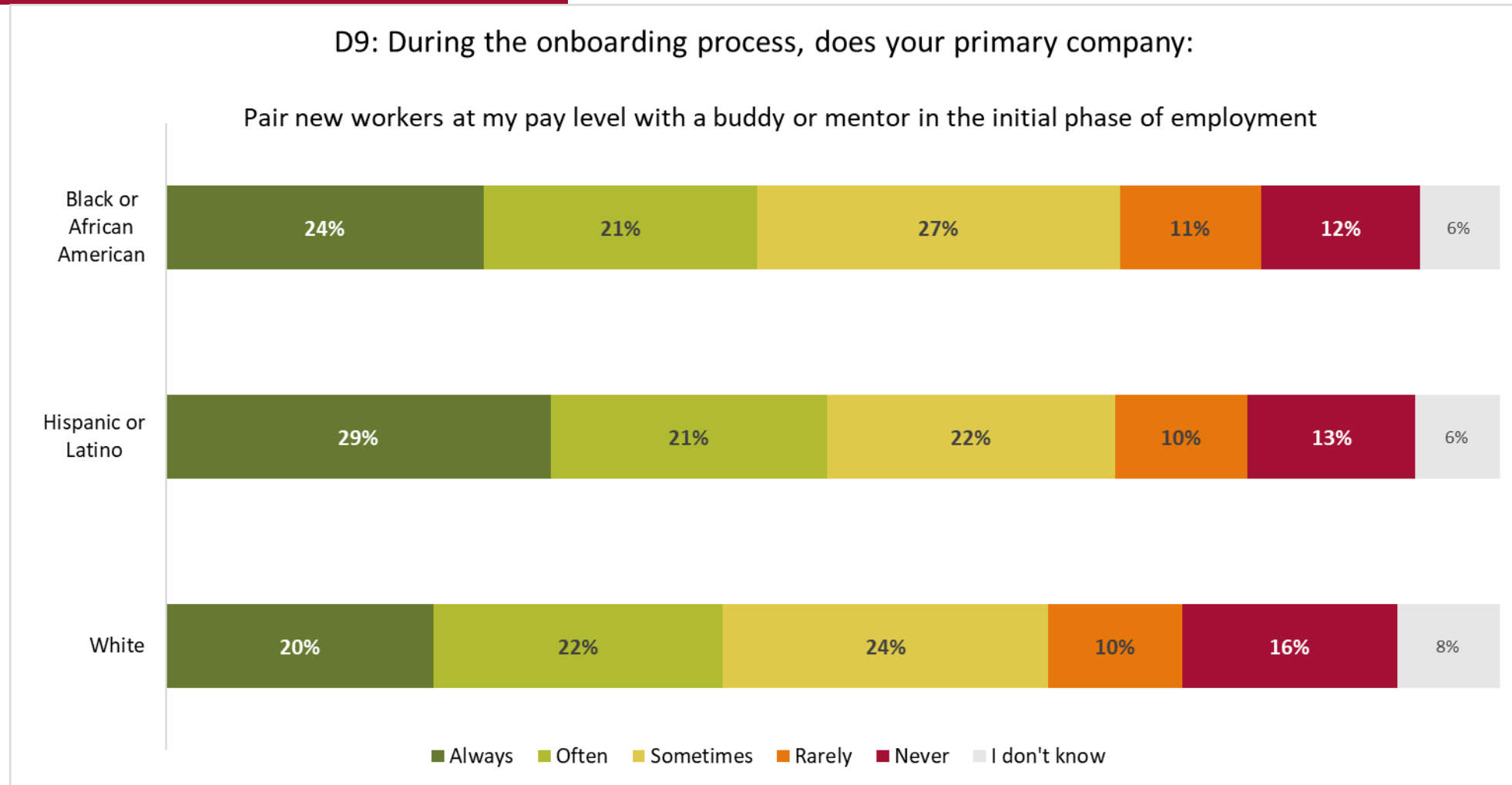
Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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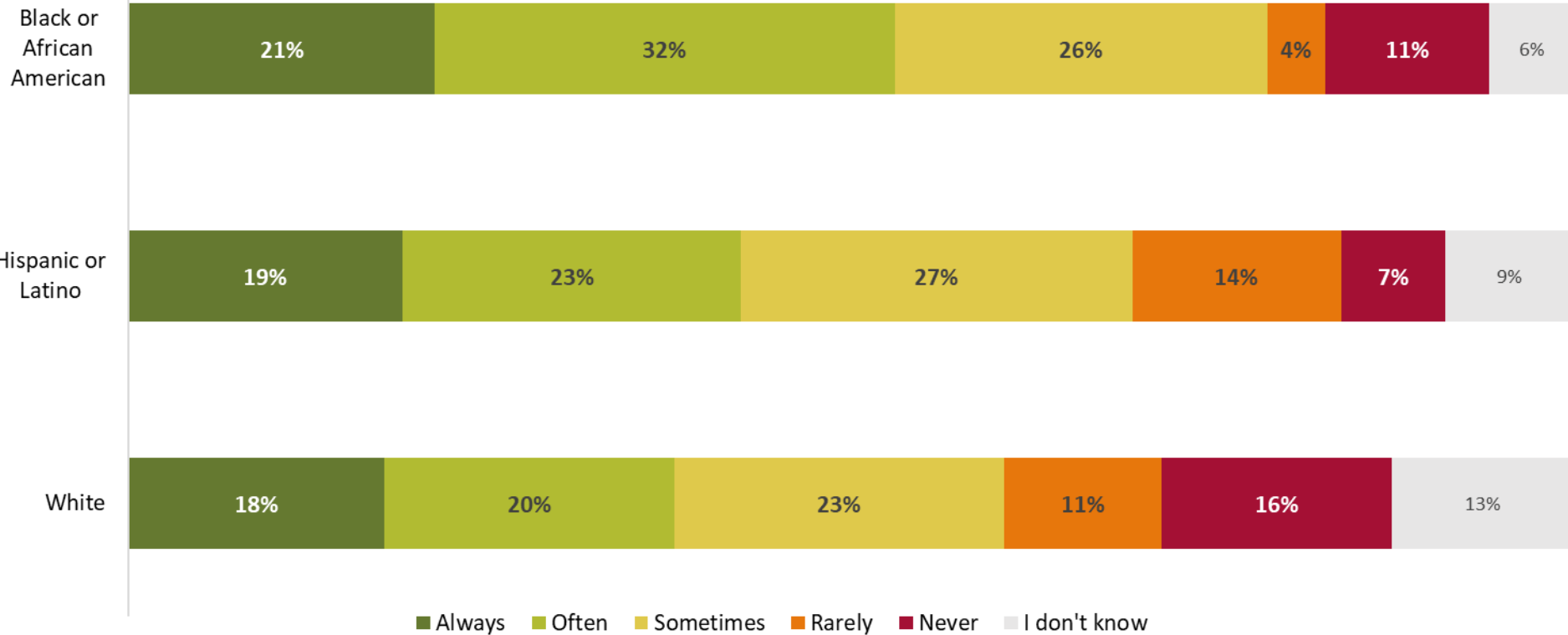


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

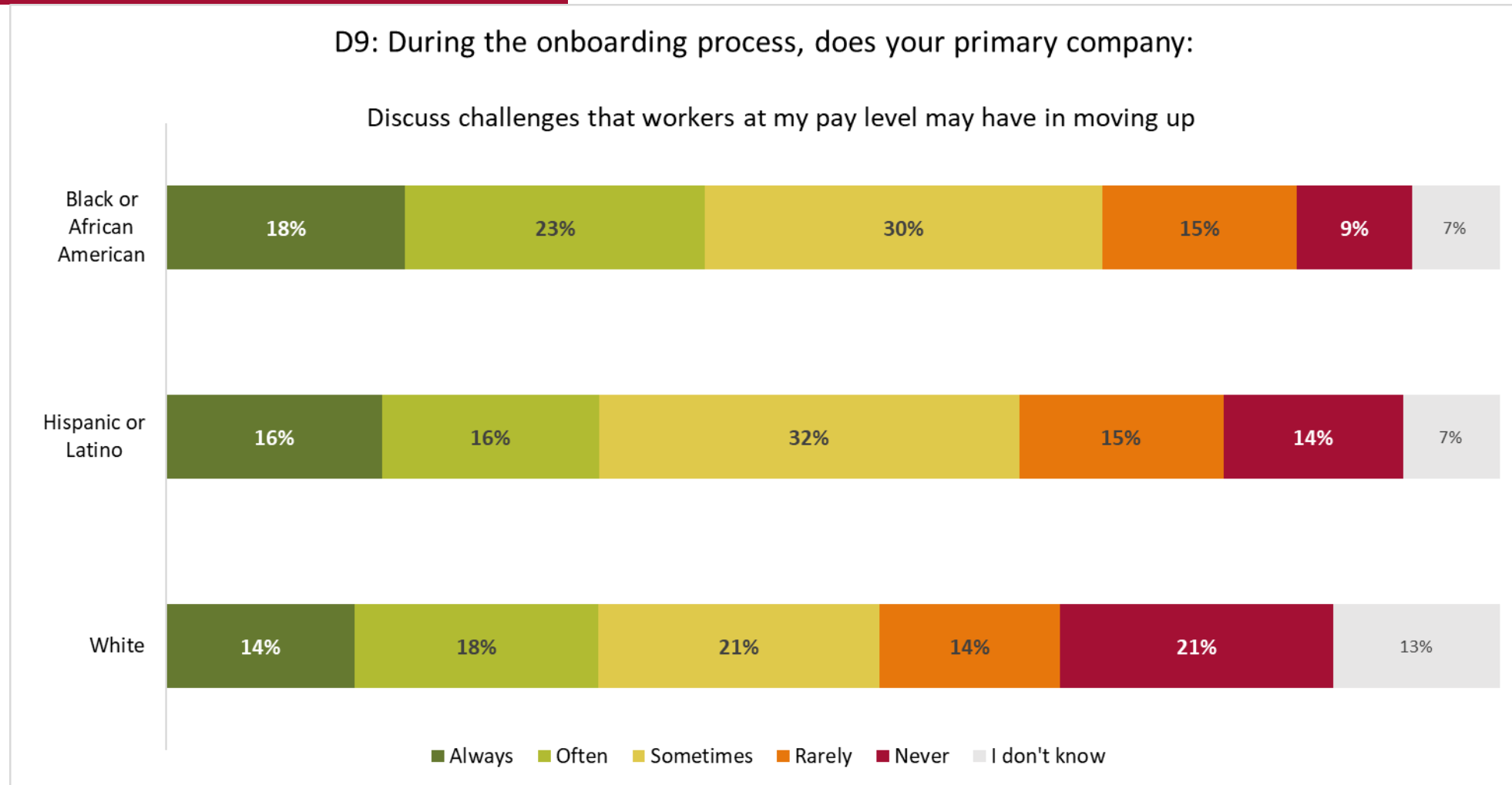
D9: During the onboarding process, does your primary company:

Speak with new workers at my pay level to understand what personal circumstances might affect the worker's ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)



Section D Onboarding

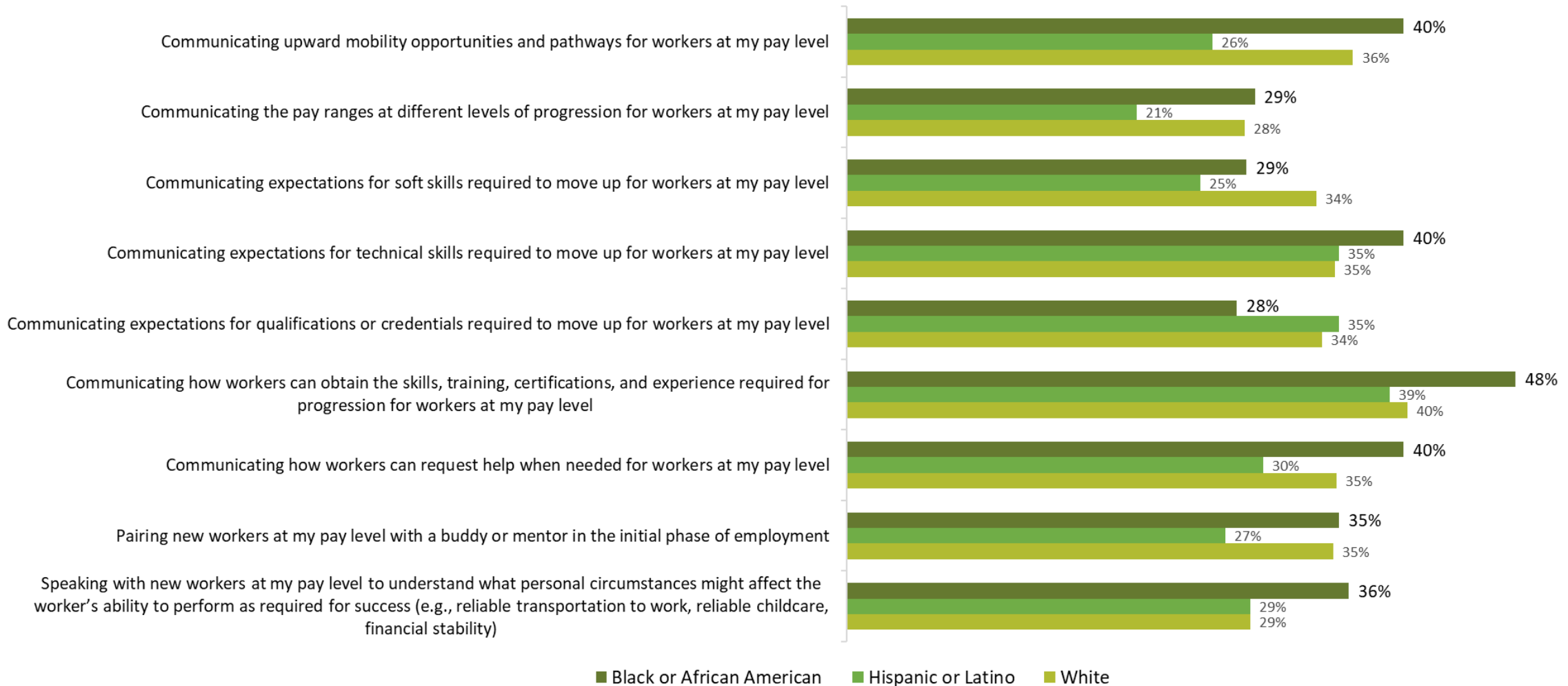
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Onboarding

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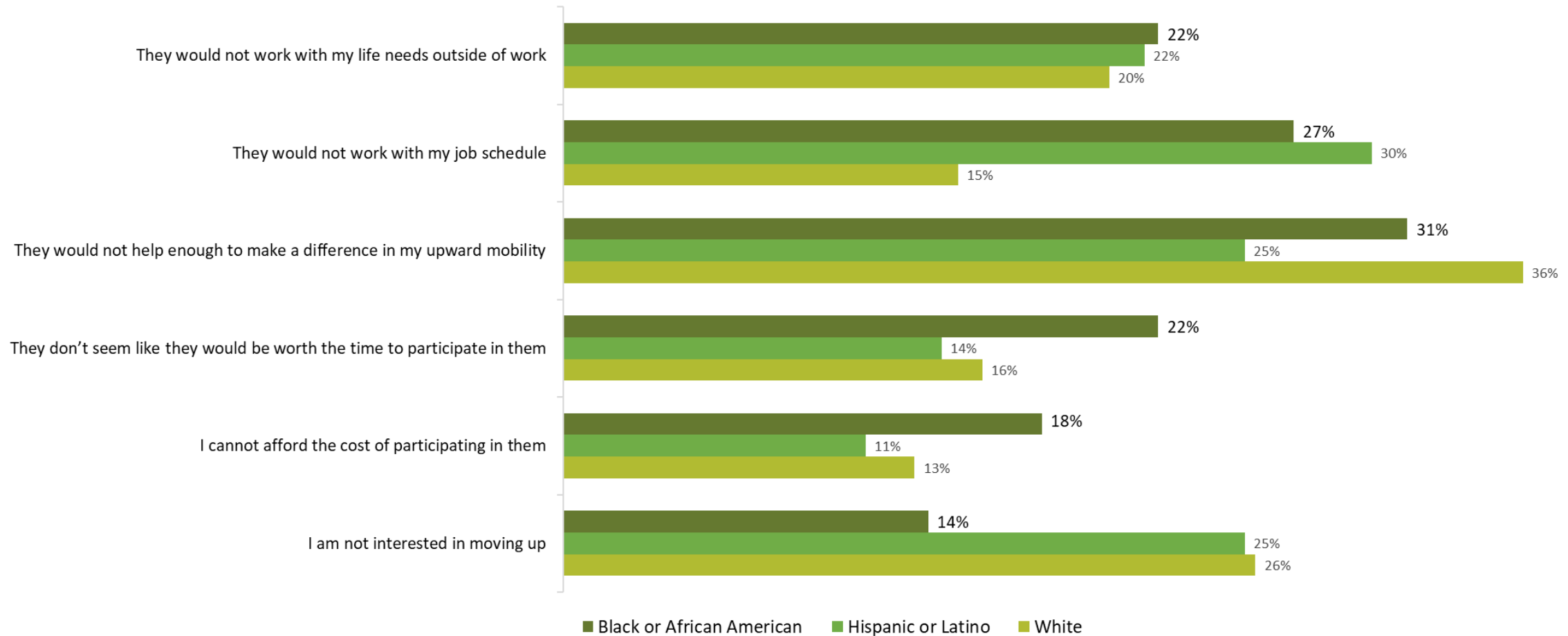
D10: Which of the below company practices would be helpful to your upward mobility (during the onboarding process)? :



Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

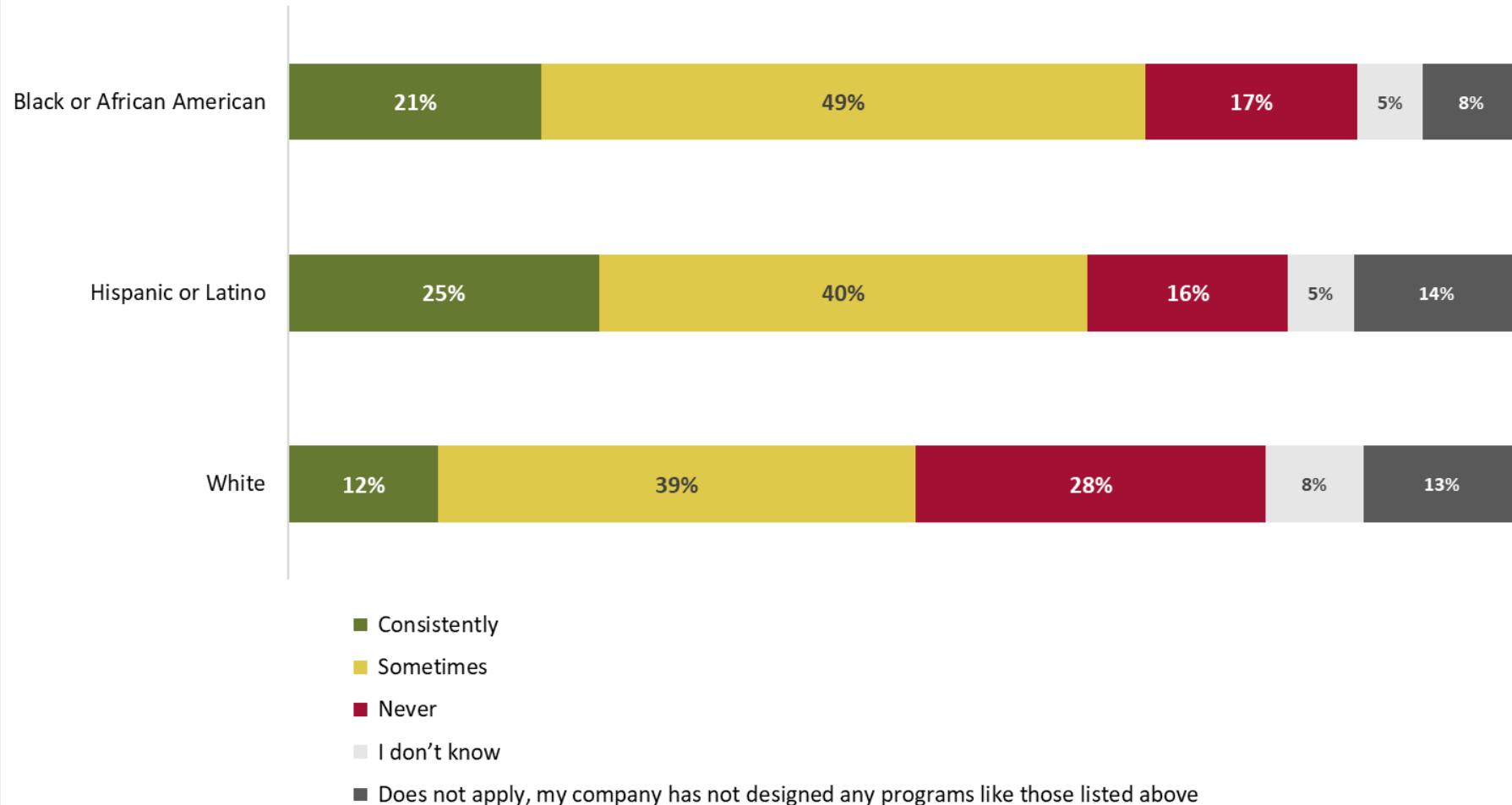
D11: For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful:



Section D Onboarding

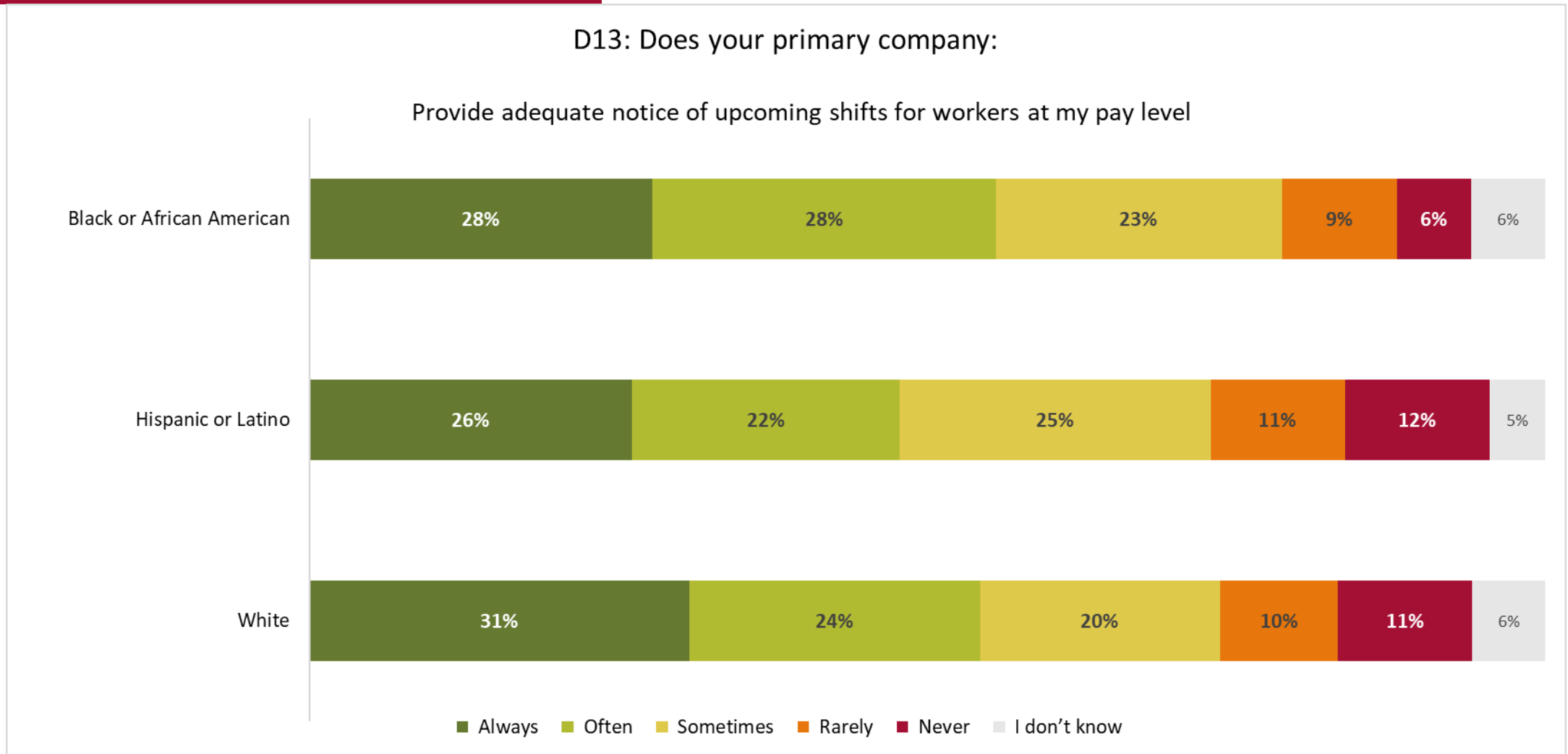
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D12: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



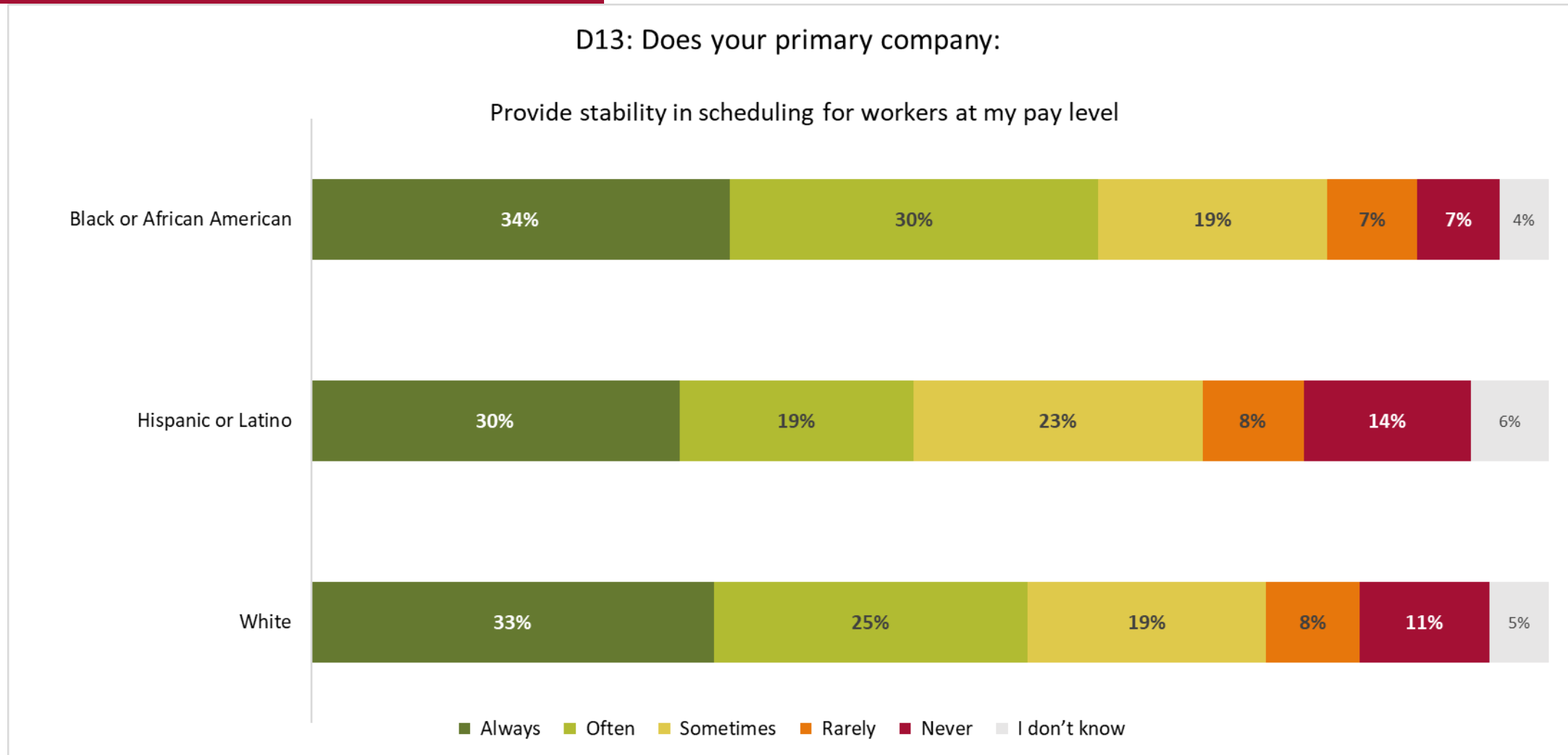
Section D Benefits

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



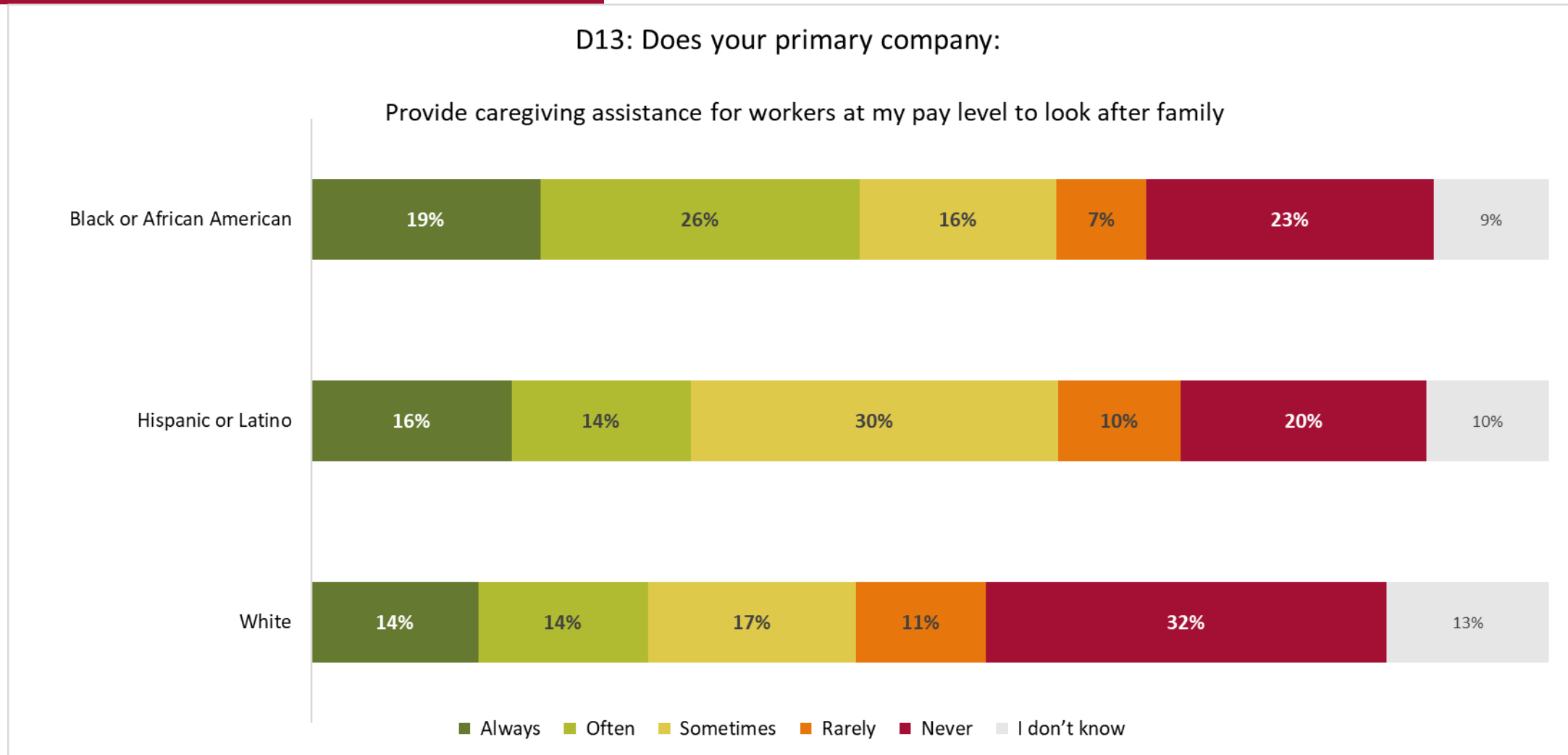
Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



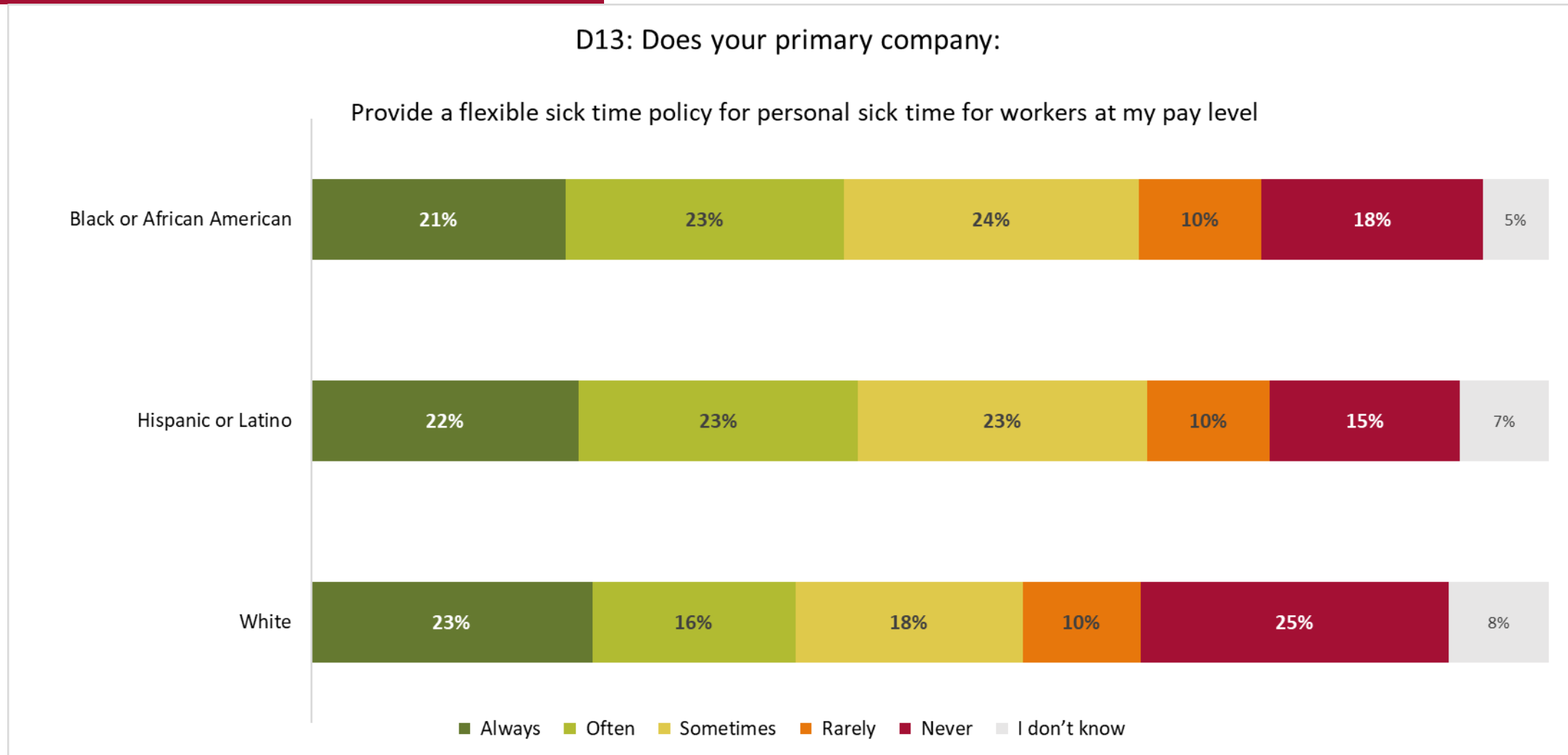
Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

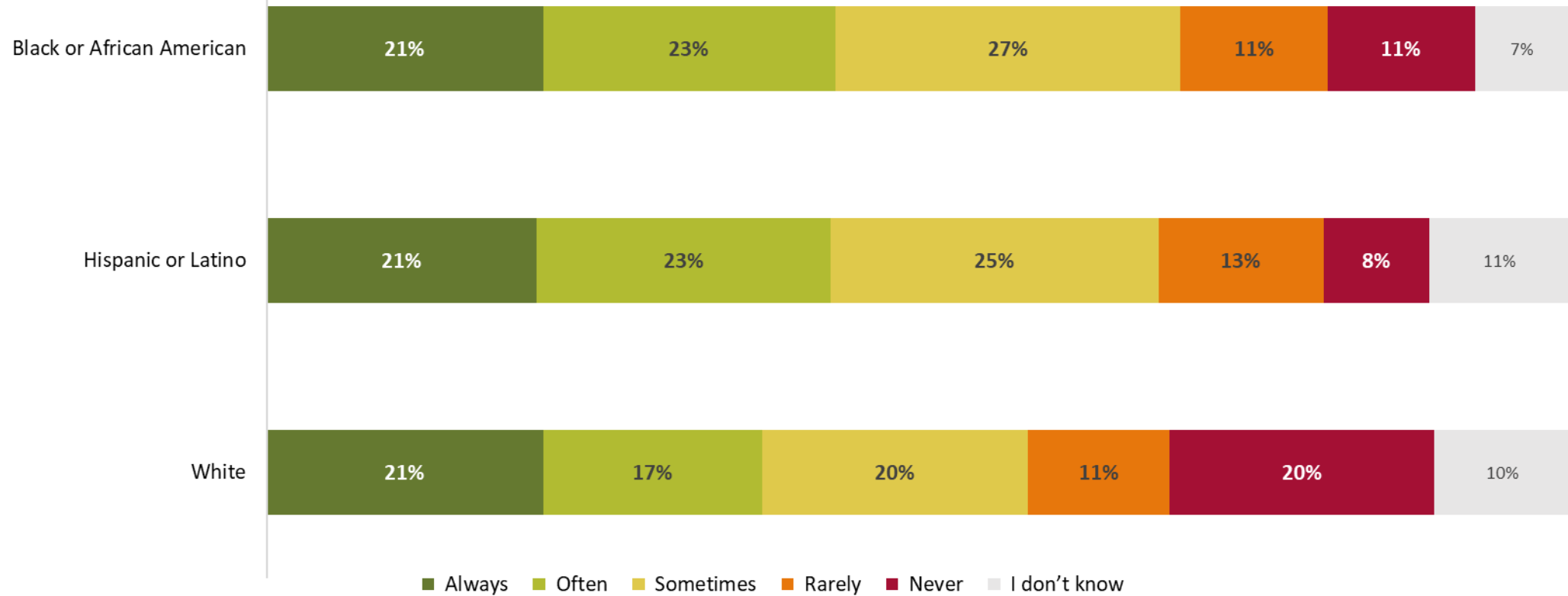


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

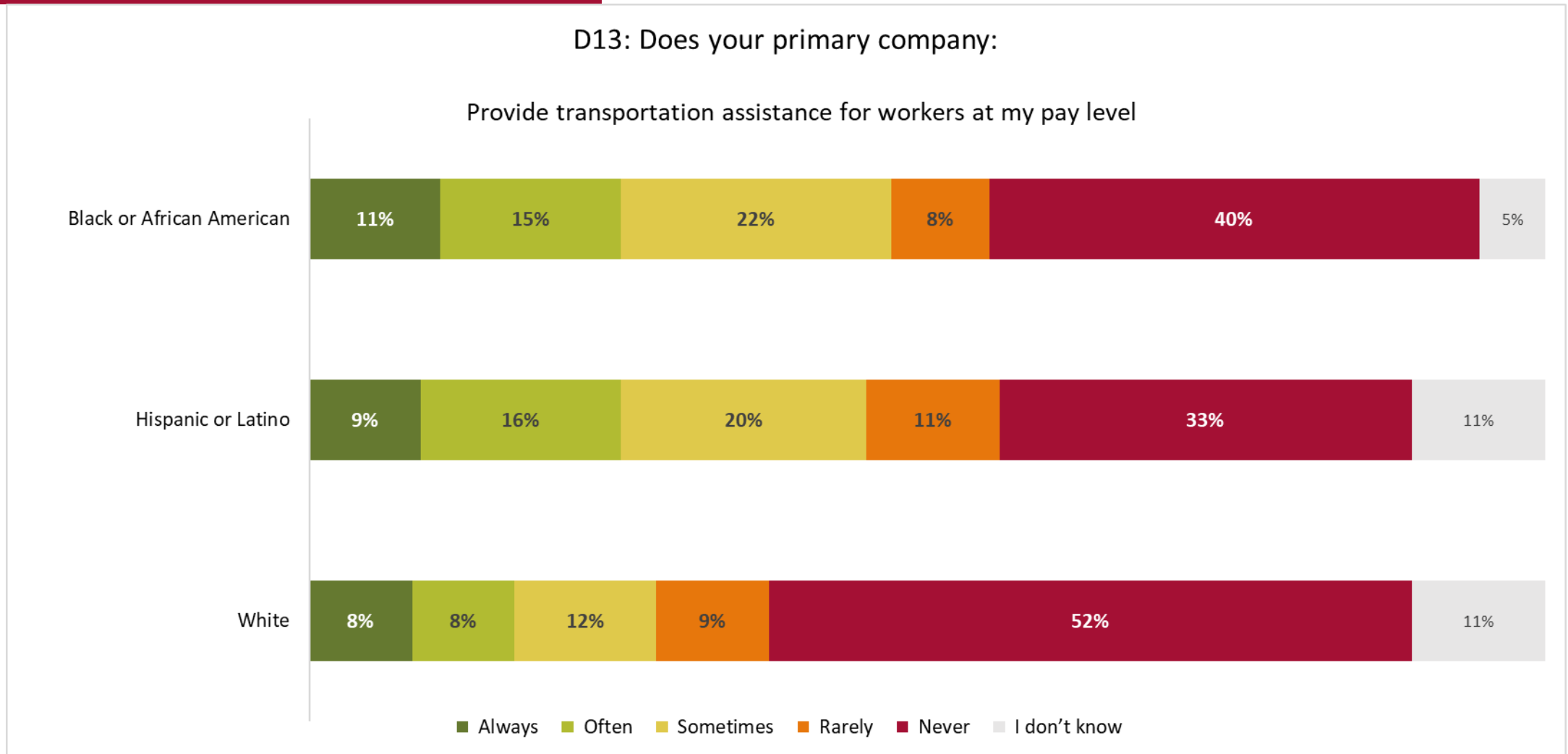
D13: Does your primary company:

Provide a flexible sick time policy for caring for a sick family member for workers at my pay level



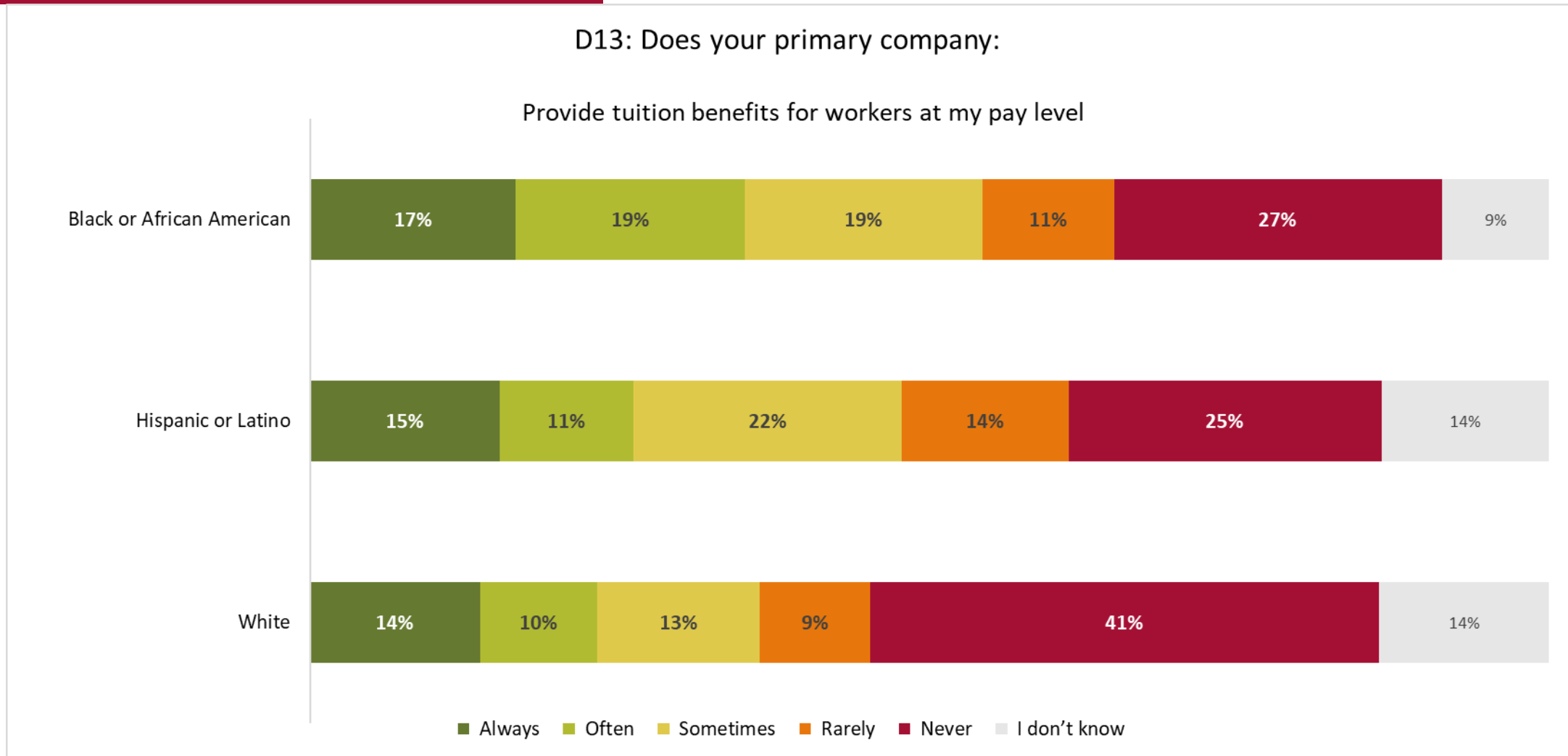
Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



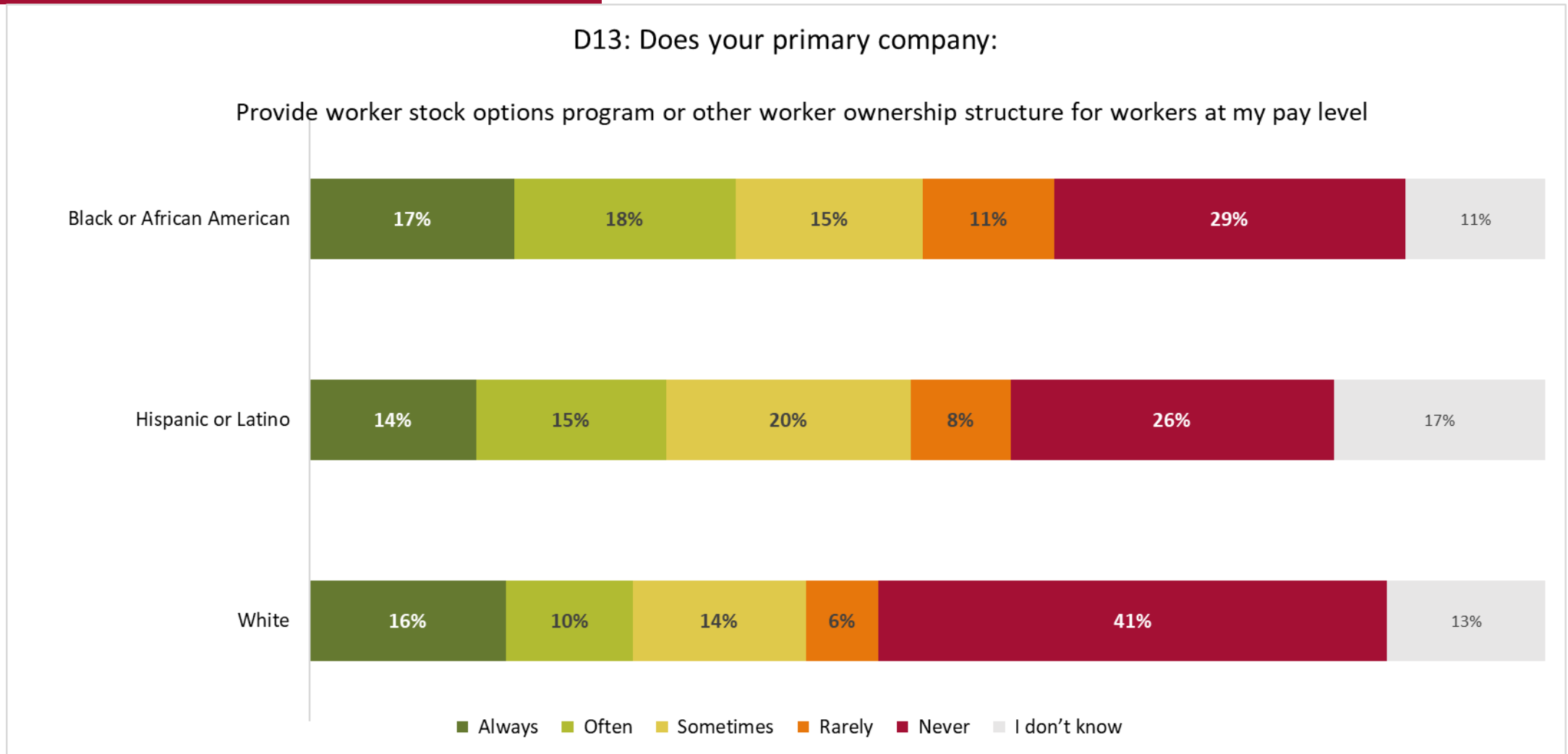
Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Benefits

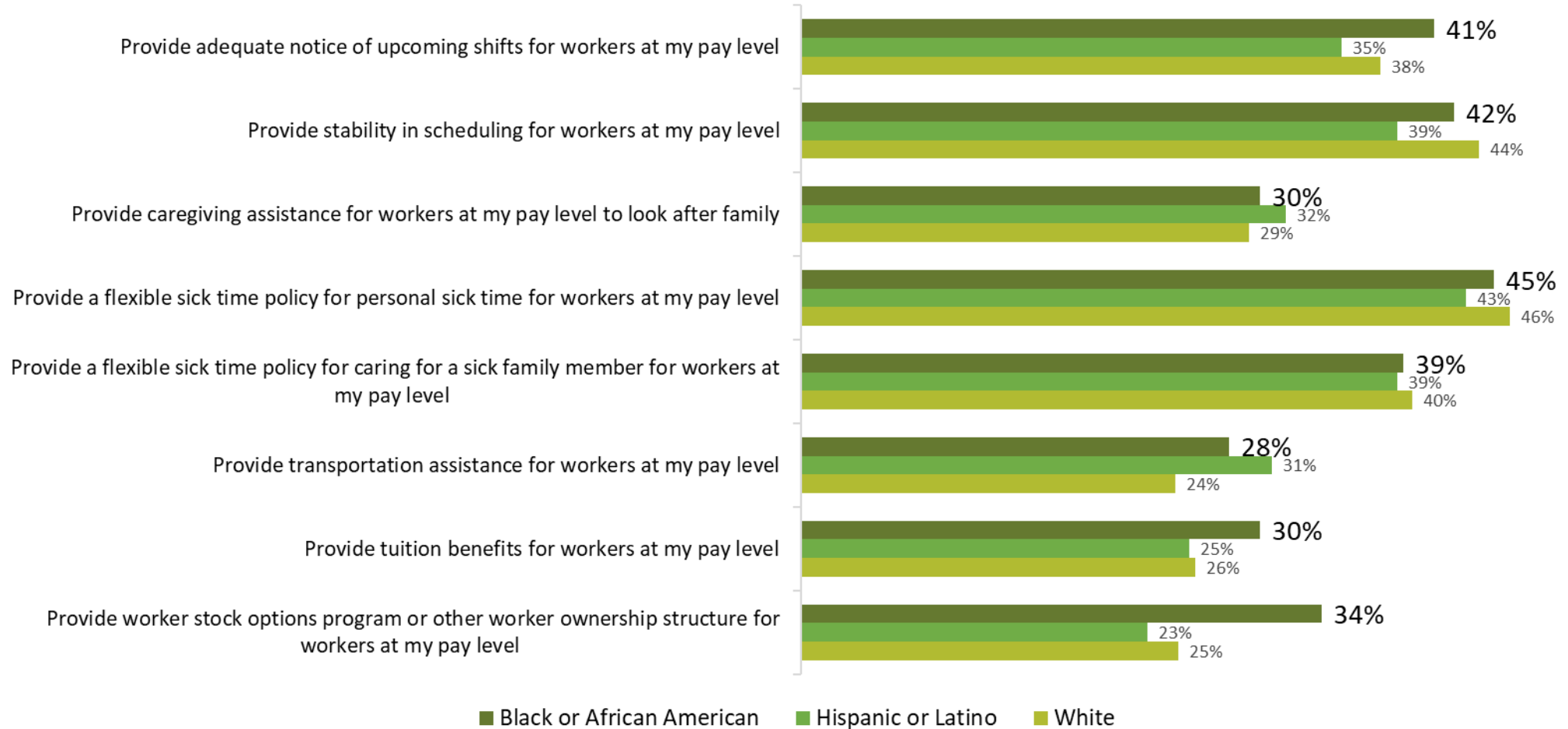
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D Benefits

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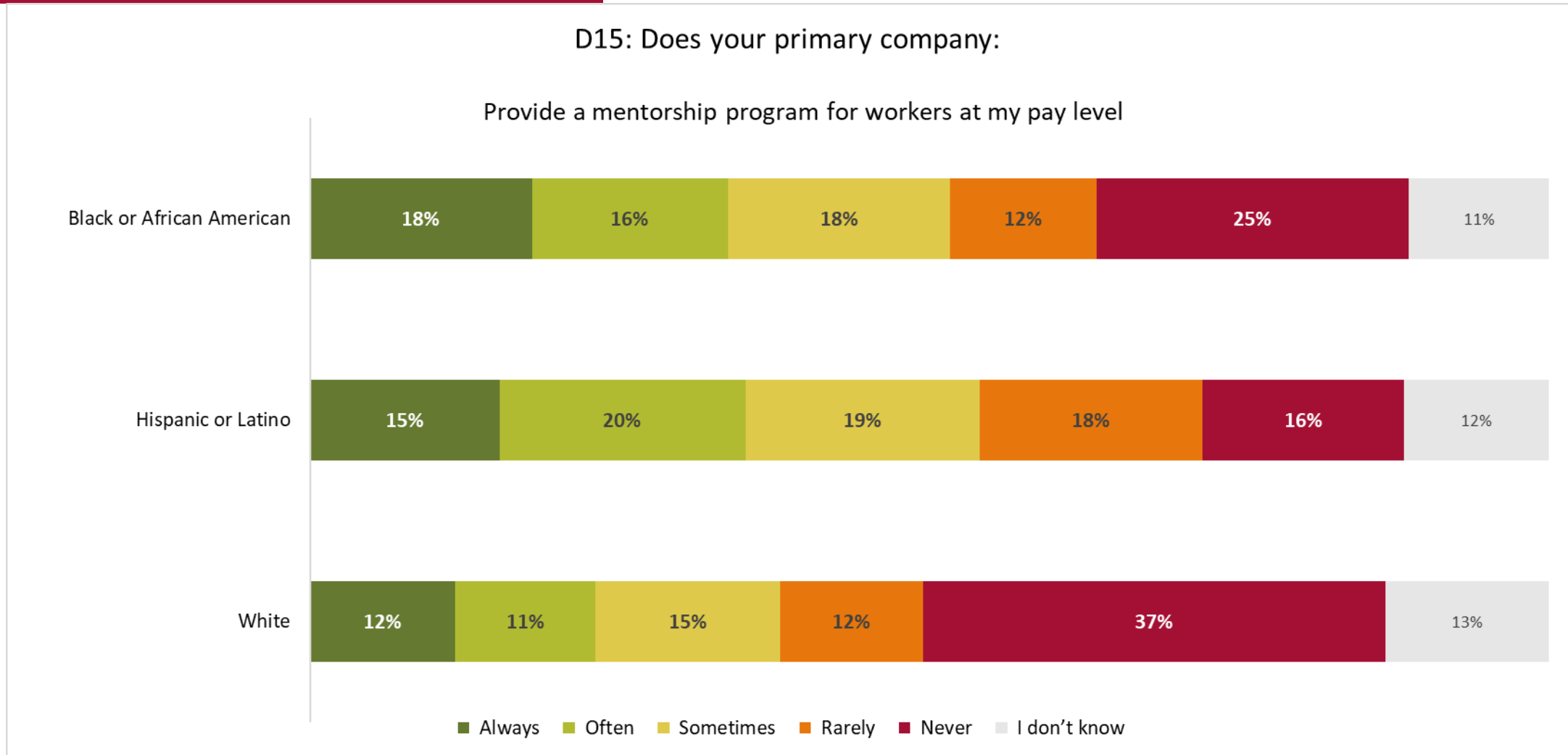
D14: Which of the below company practices would be helpful to your upward mobility?



Section D

Mentor and supervisor support

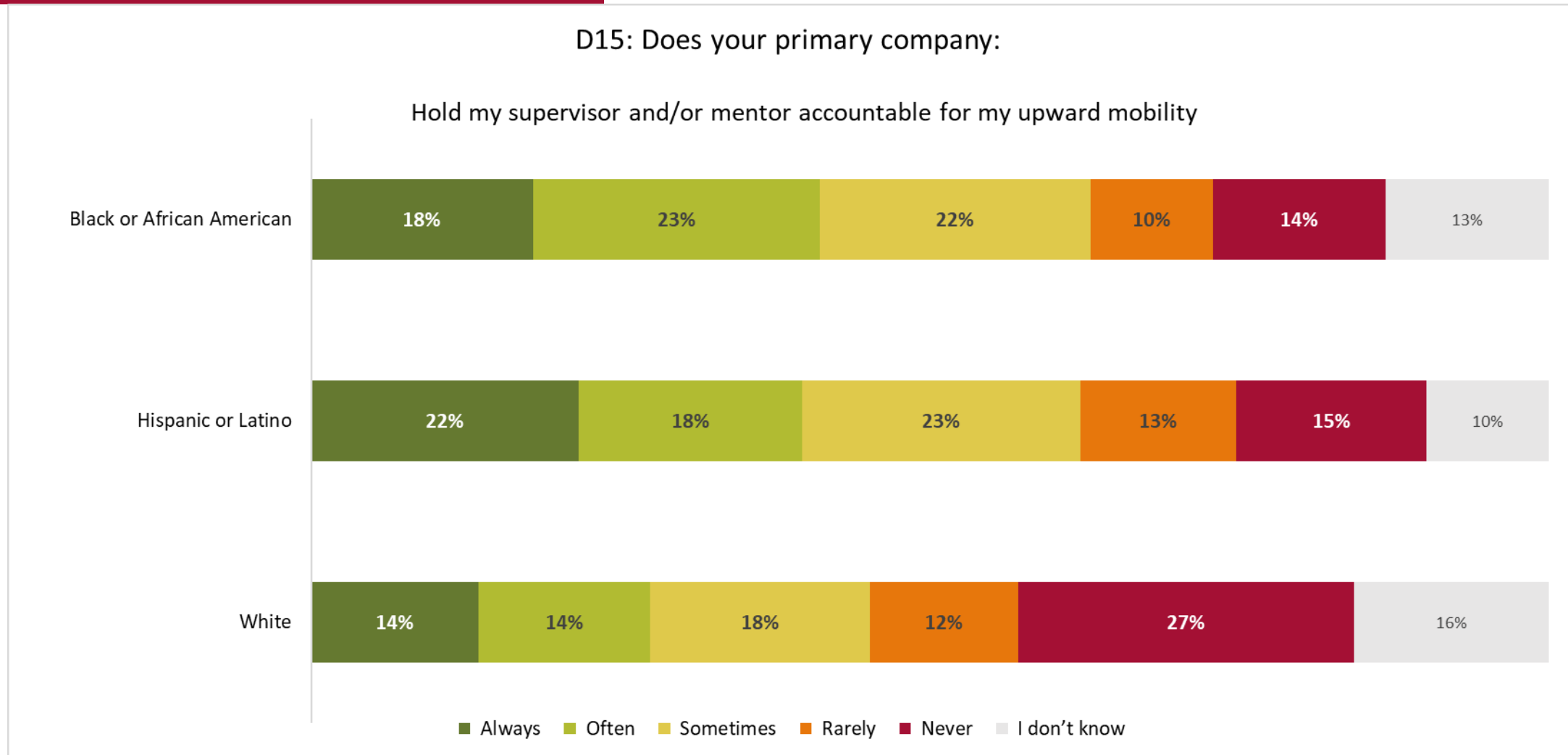
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



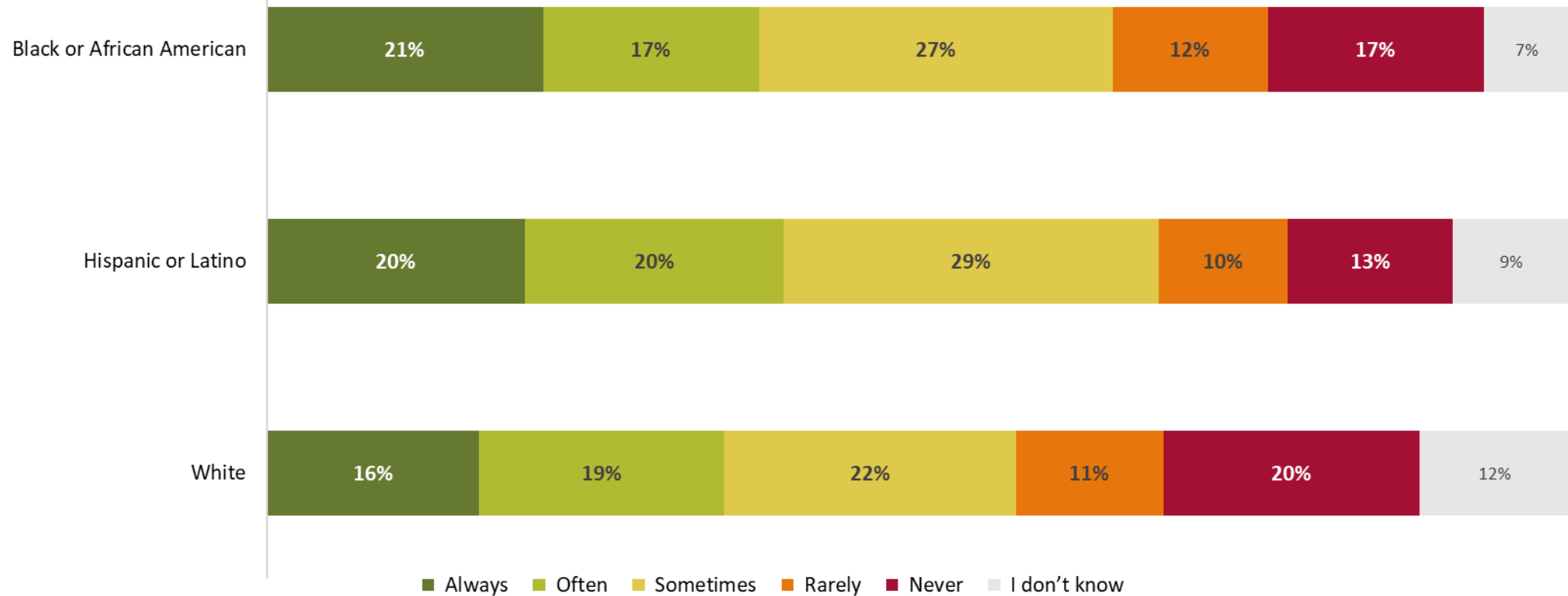
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D15: Does your primary company:

Empower supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work (e.g., giving the afternoon off for a care appointment)



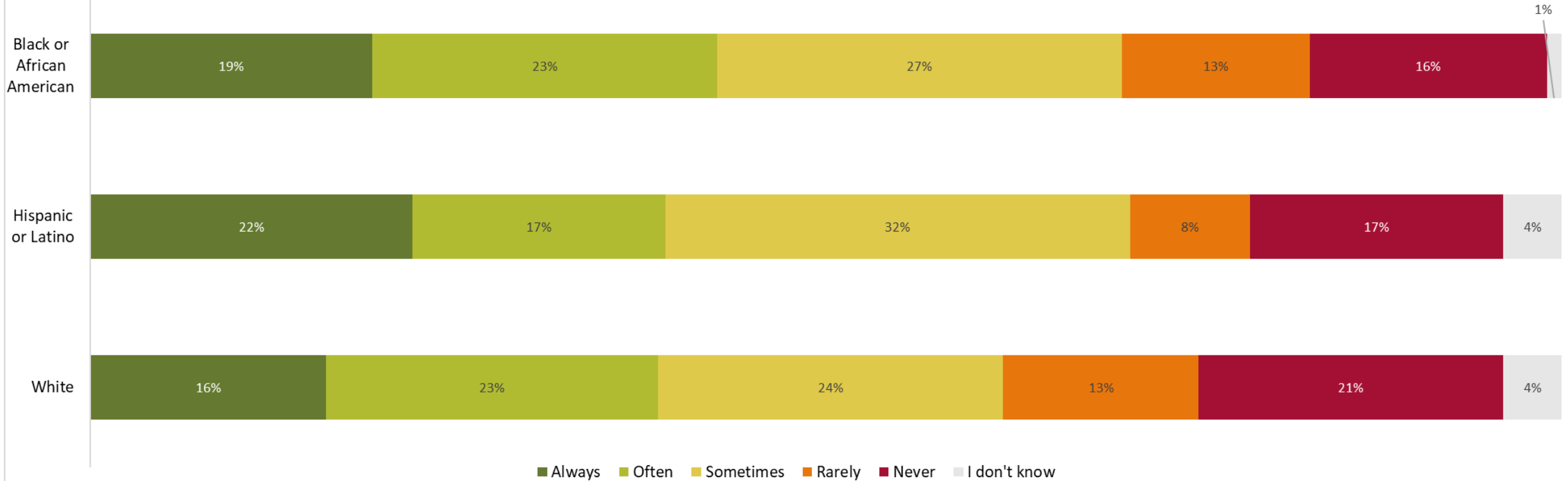
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Communicates the impact of the work of workers at my pay level on the company's success



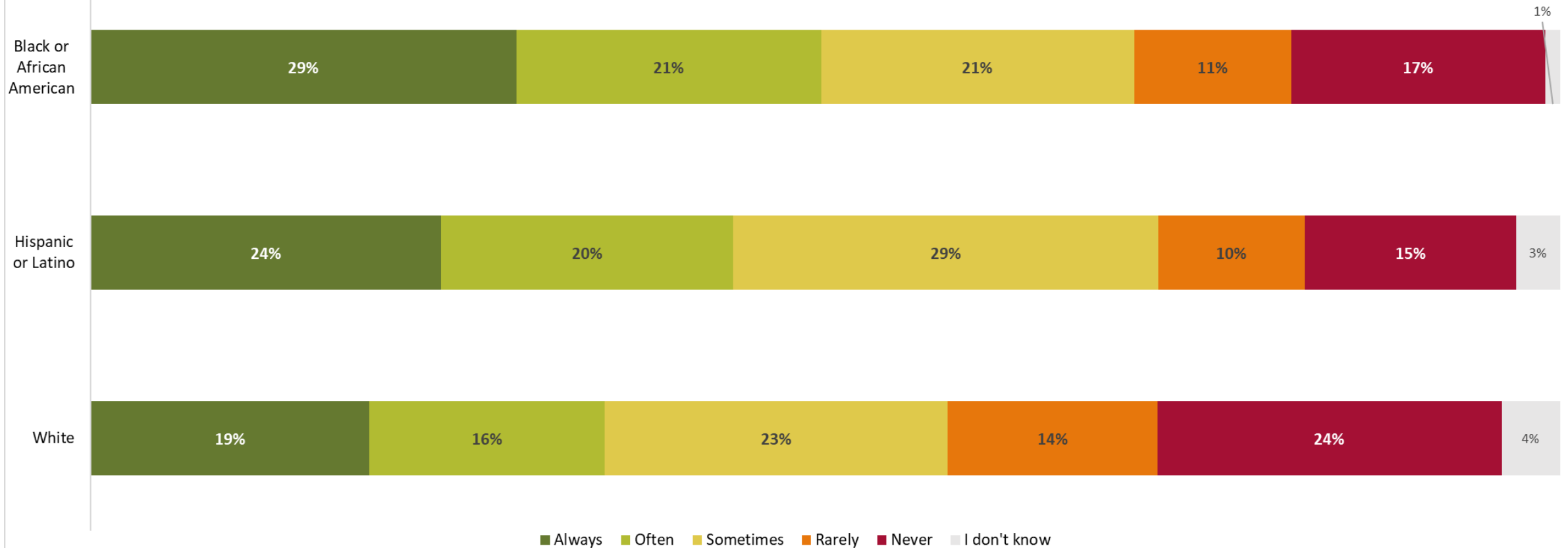
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Communicates benefits and how I can access them



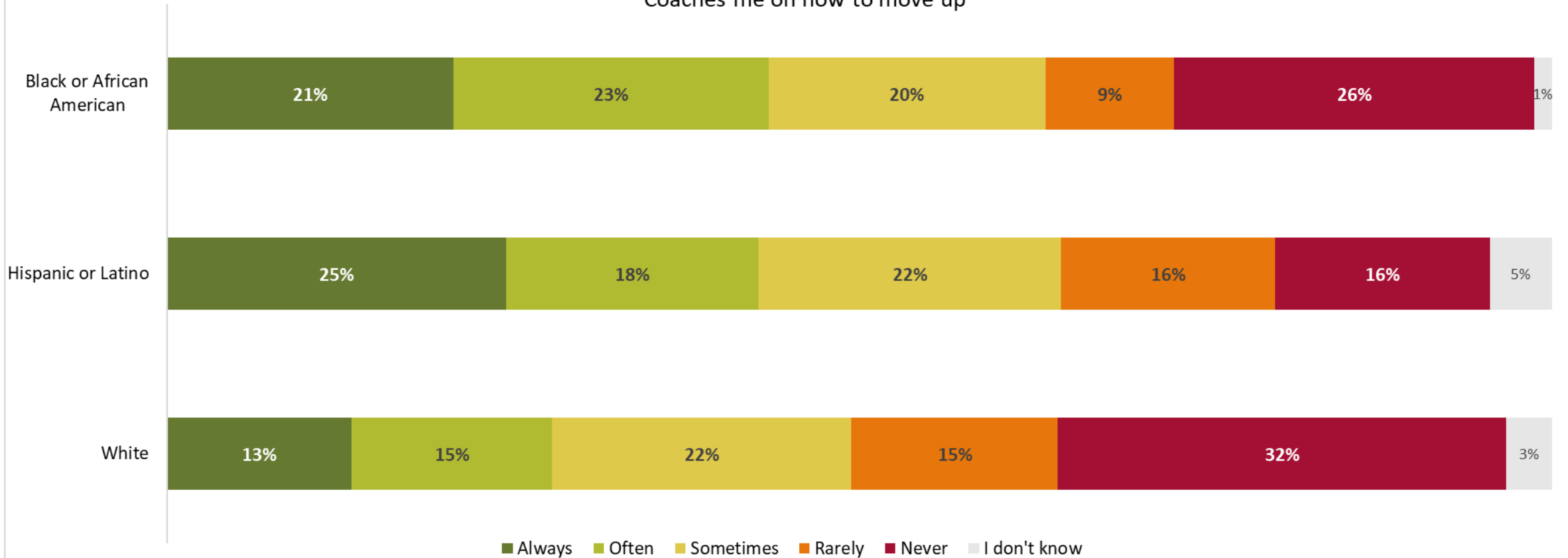
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Coaches me on how to move up



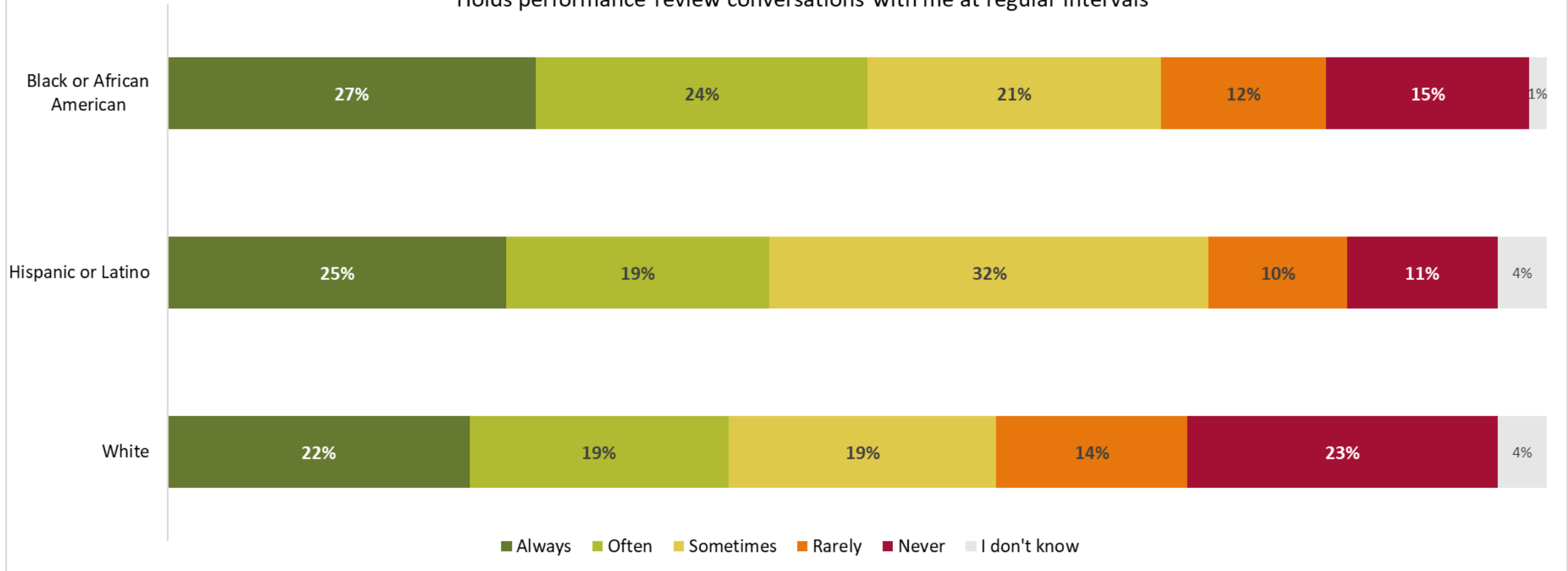
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Holds performance review conversations with me at regular intervals

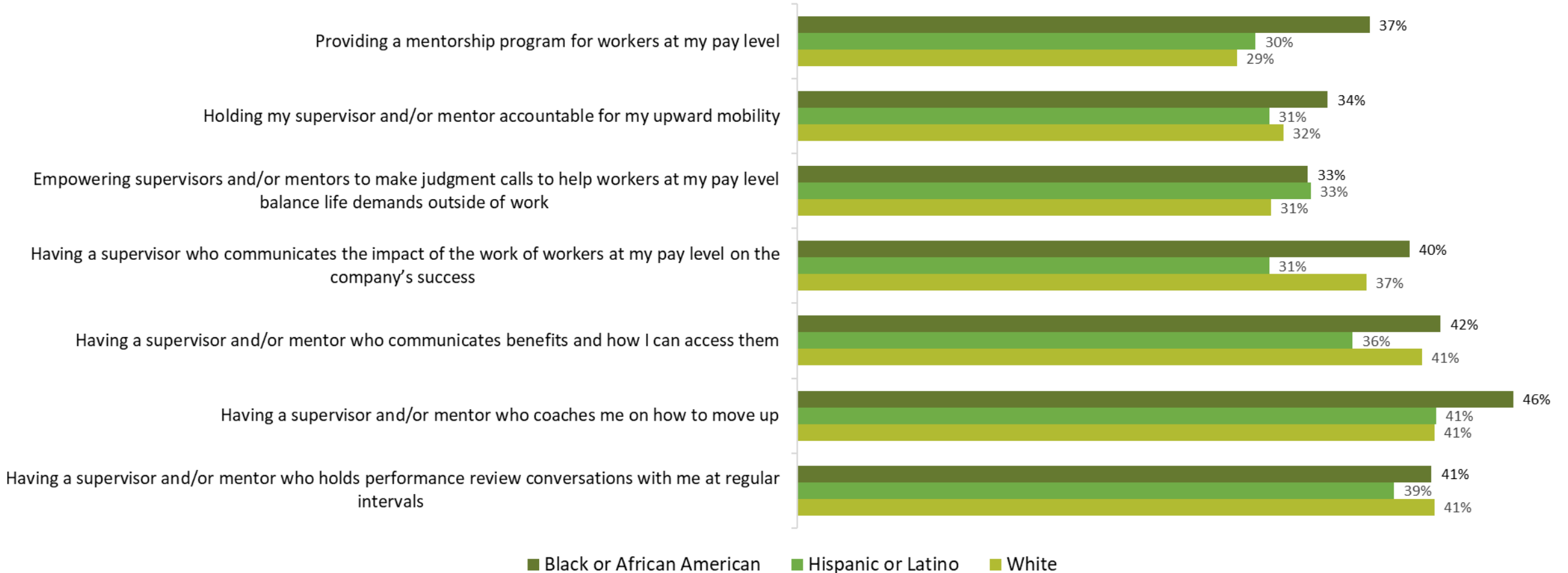


Section D

Mentor and supervisor support

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16: Which of the below company practices would be helpful to your upward mobility?



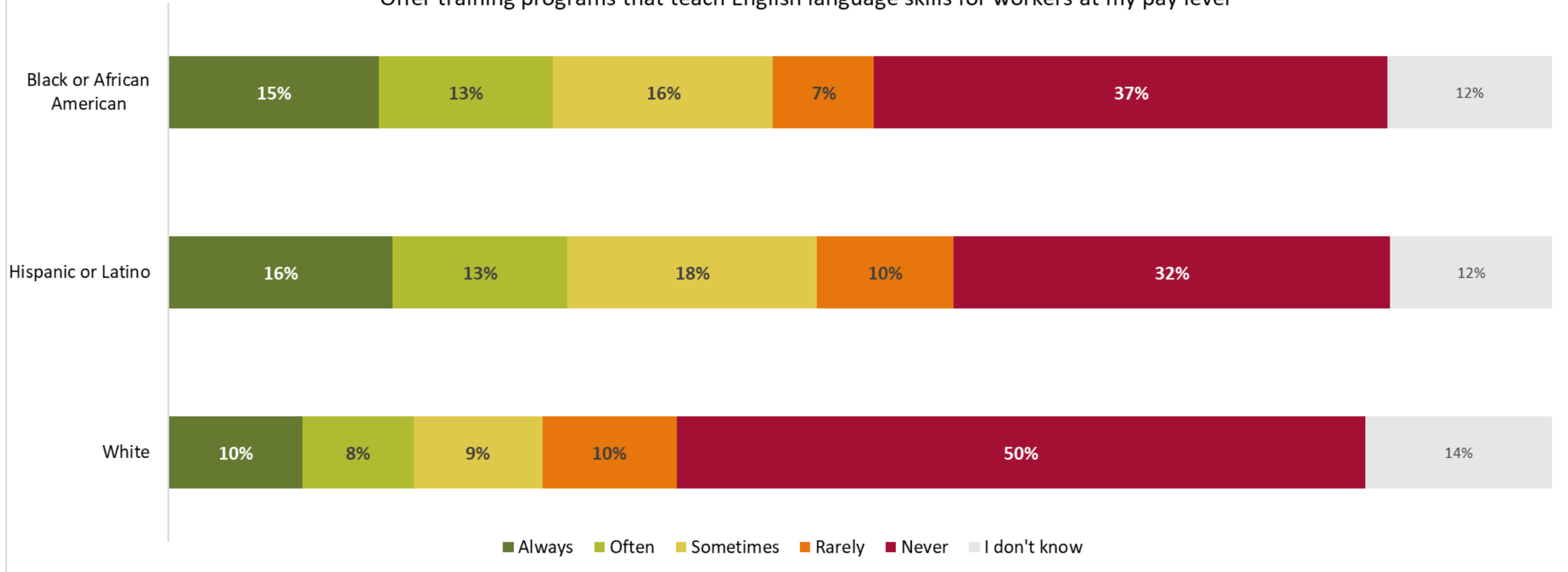
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach English language skills for workers at my pay level



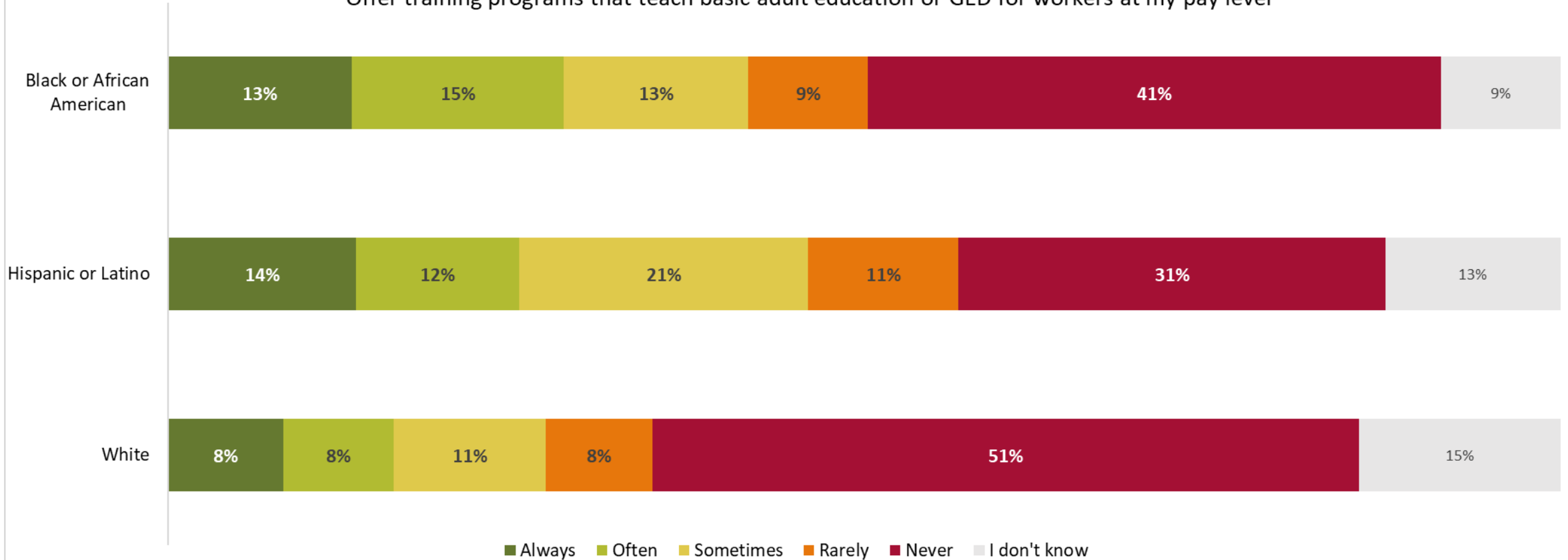
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach basic adult education or GED for workers at my pay level



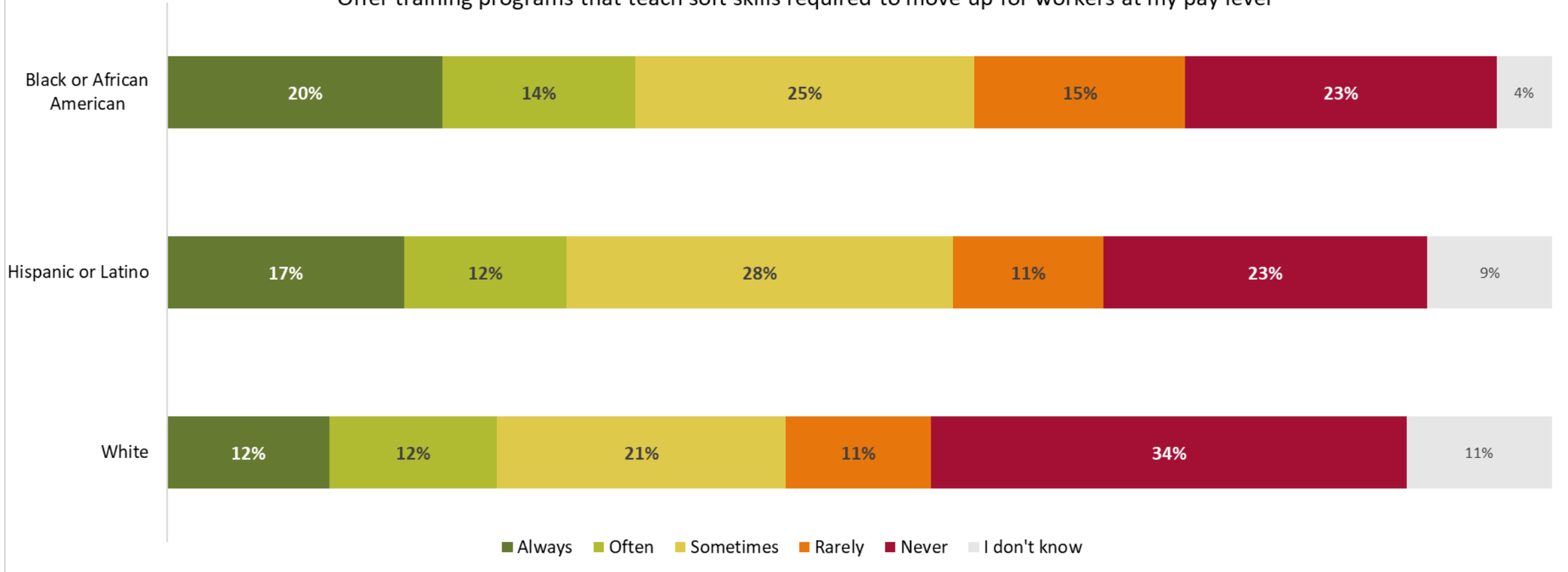
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach soft skills required to move up for workers at my pay level



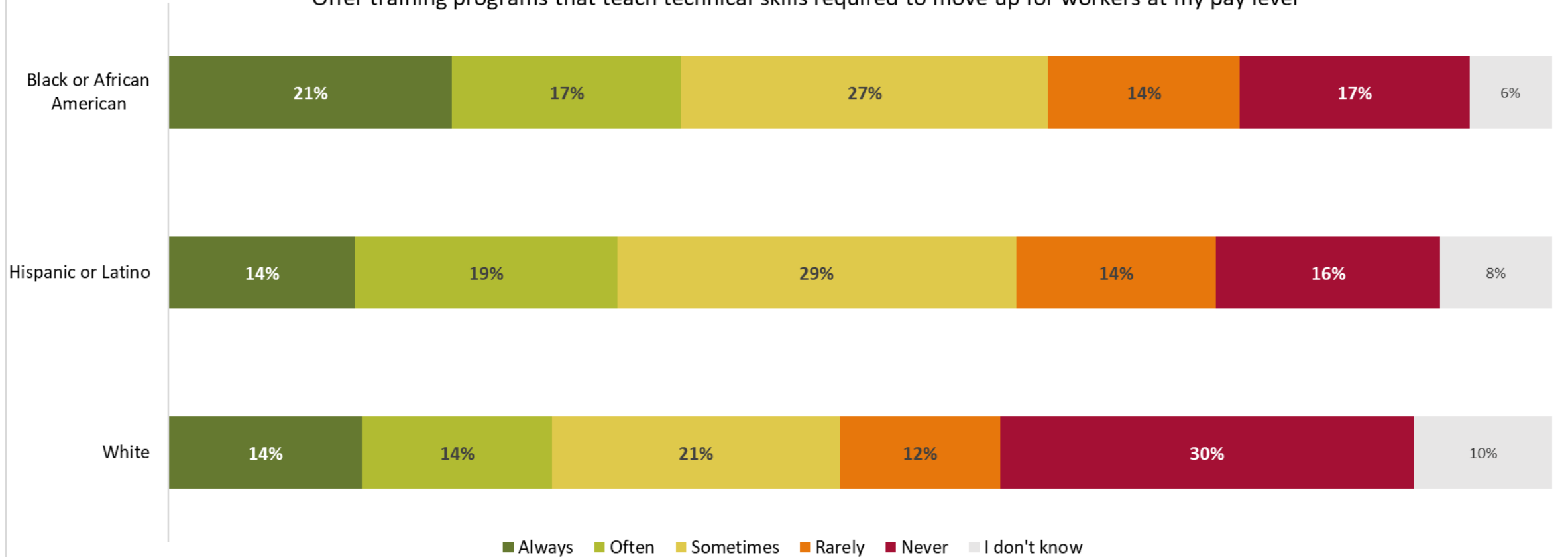
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach technical skills required to move up for workers at my pay level



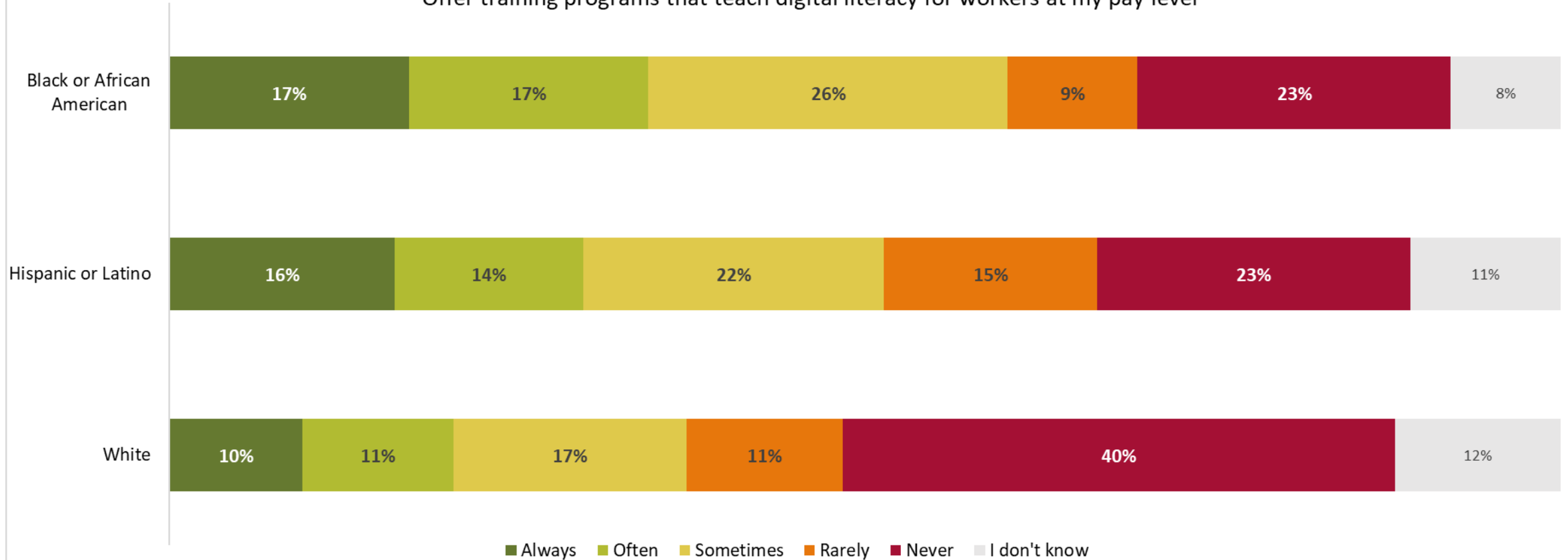
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach digital literacy for workers at my pay level



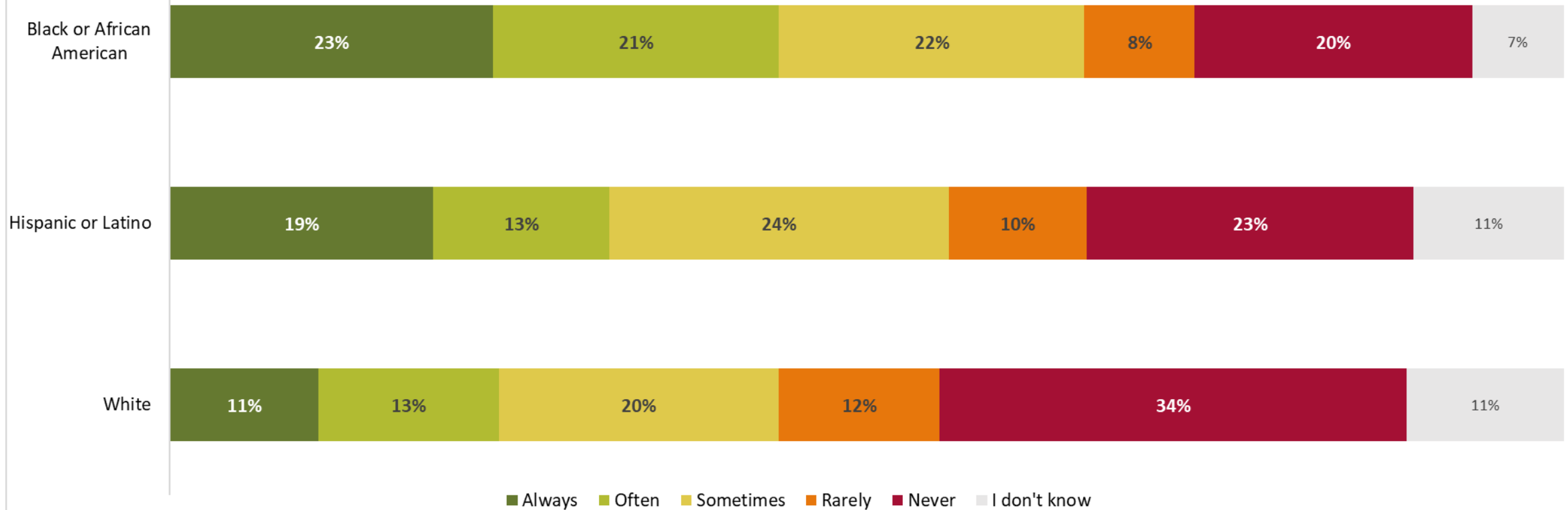
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs for qualifications or credentials required to move up for workers at my pay level



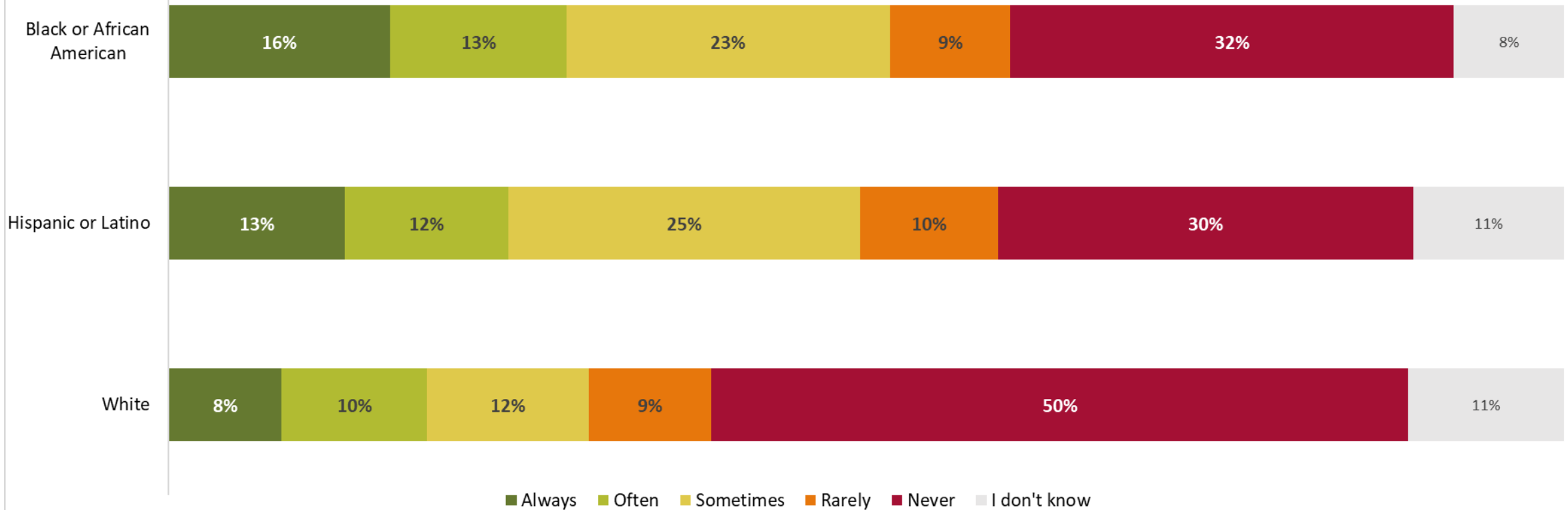
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

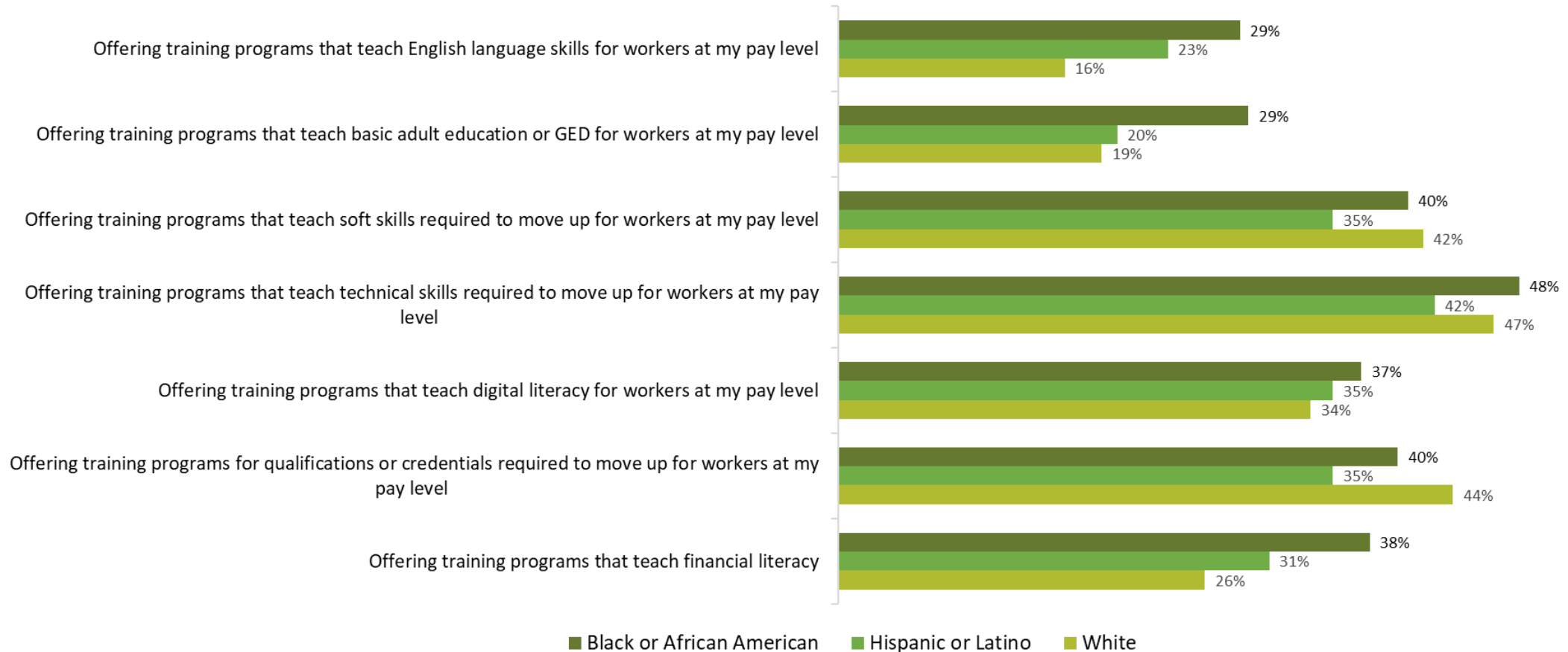
Offer training programs that teach financial literacy for workers at my pay level



Section D
Learning and development

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

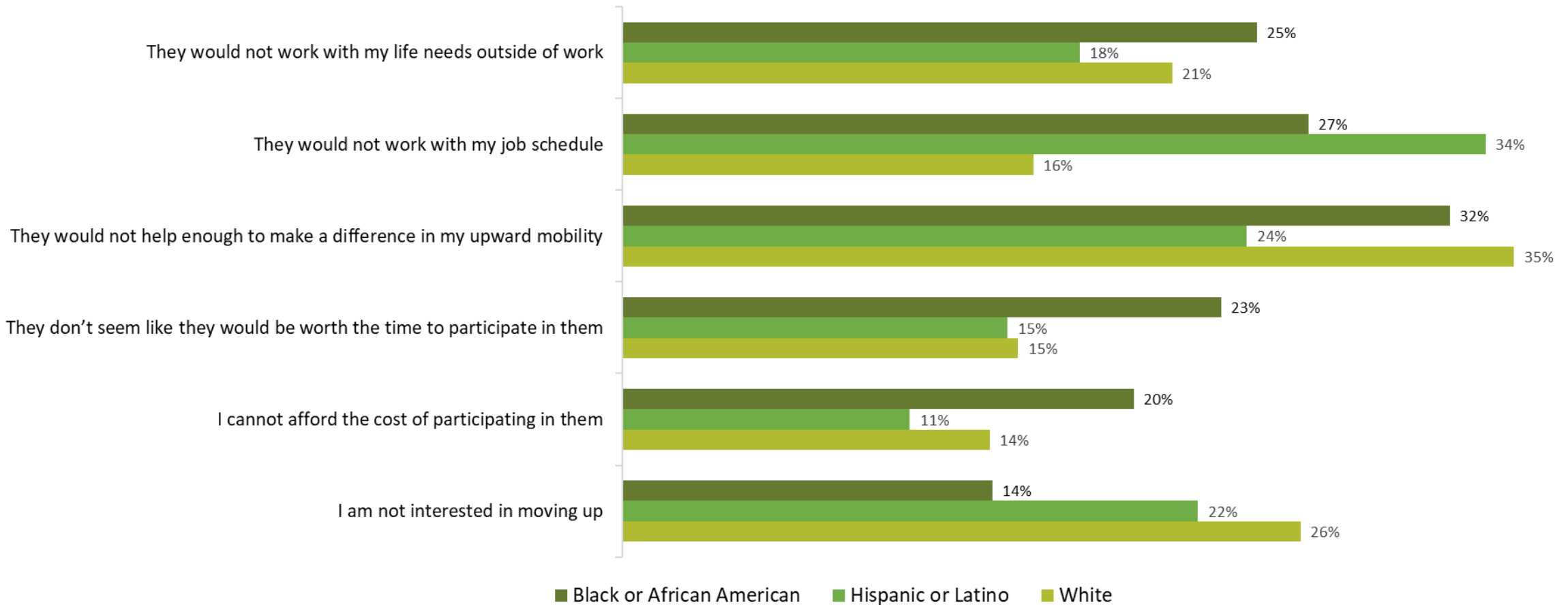
D18: Which of the below company practices would be helpful to your upward mobility?



Section D *Learning and development*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D19: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?

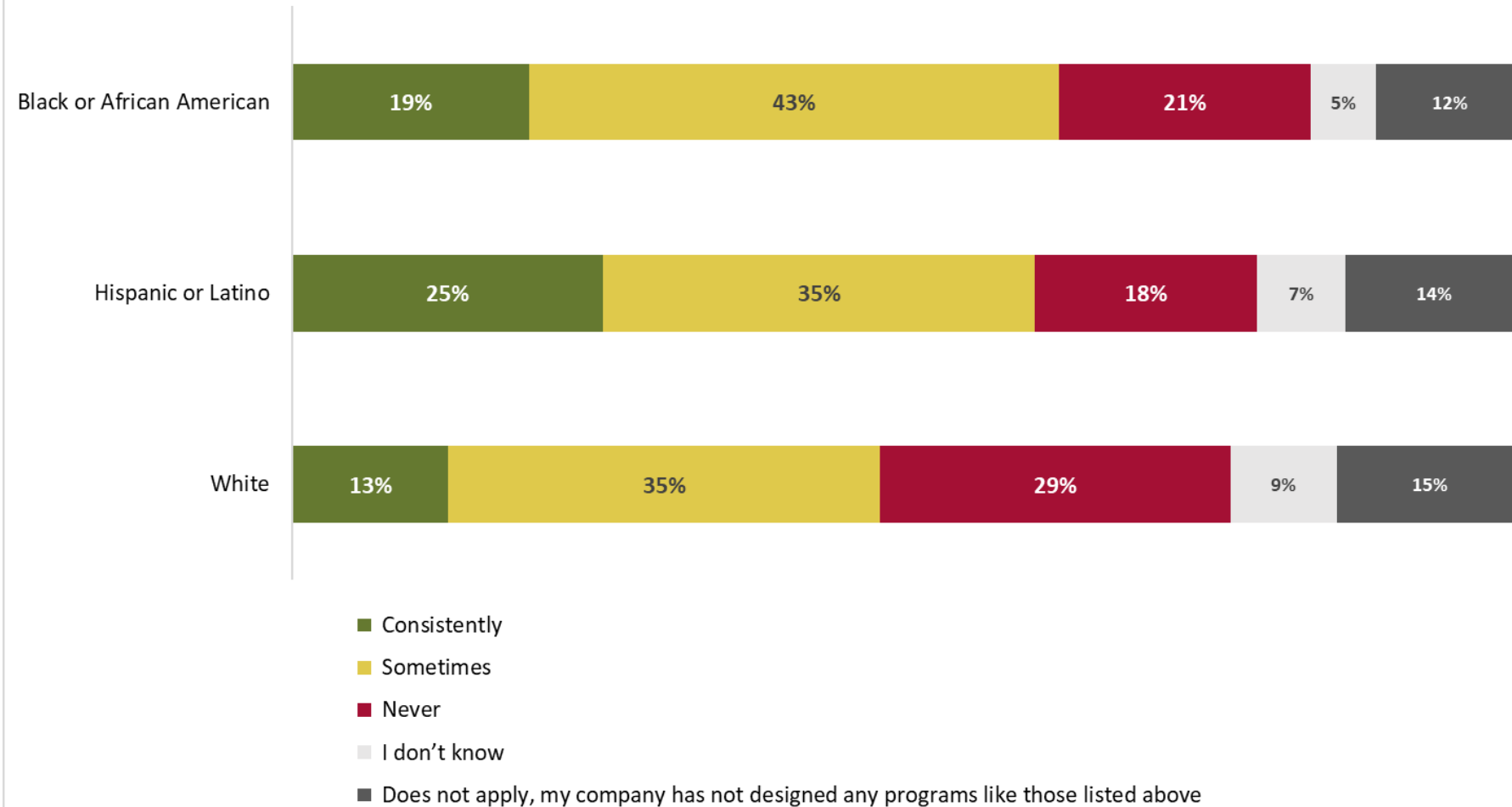


Section D

Learning and development

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D20: When your primary company designs programs like those described in this section, do they ever seek input from you or your coworkers:



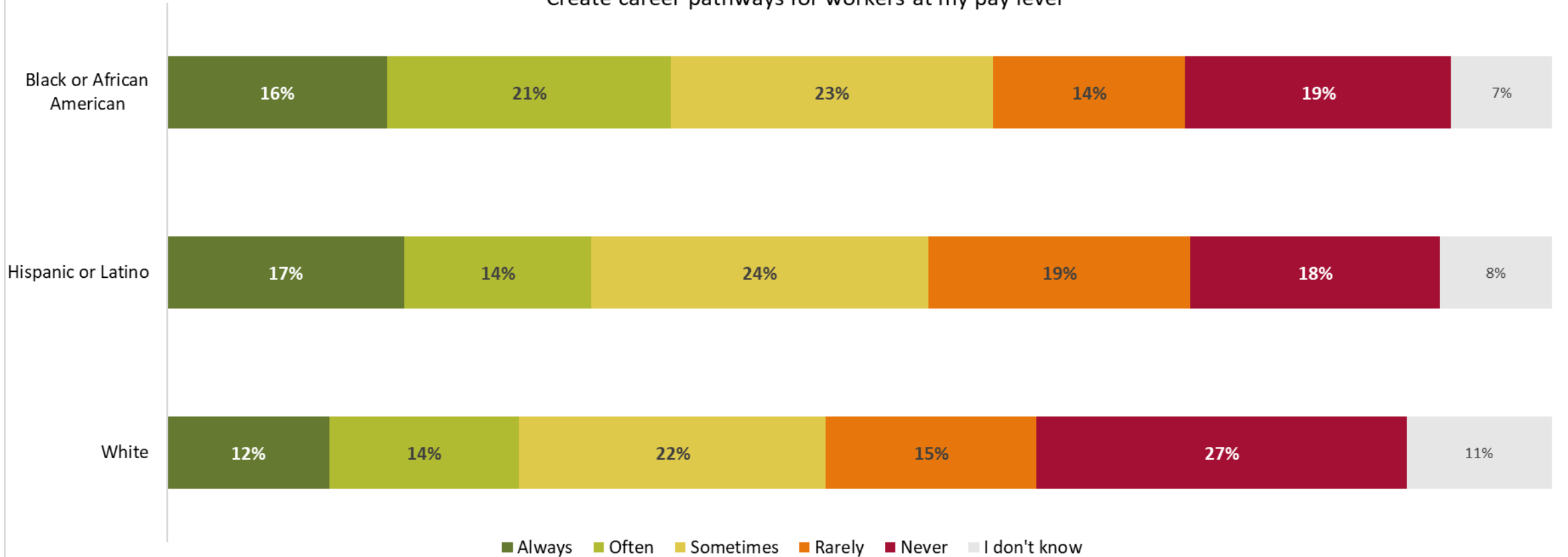
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Create career pathways for workers at my pay level



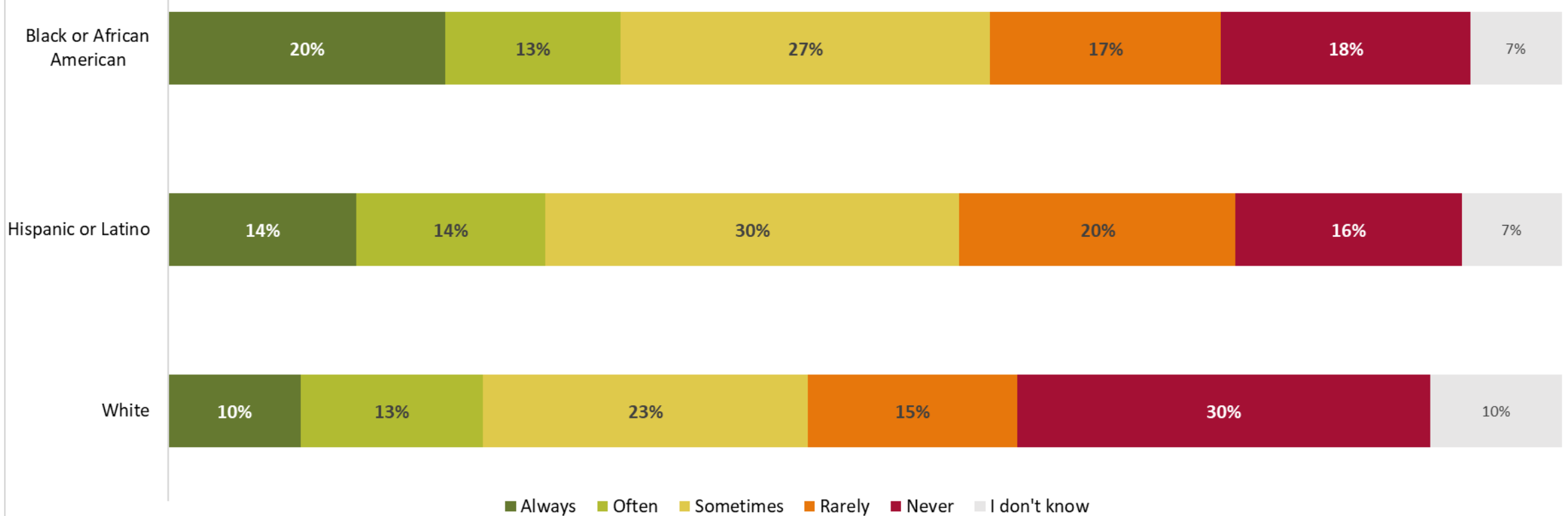
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe career pathways and skills progression on an ongoing basis in company communications

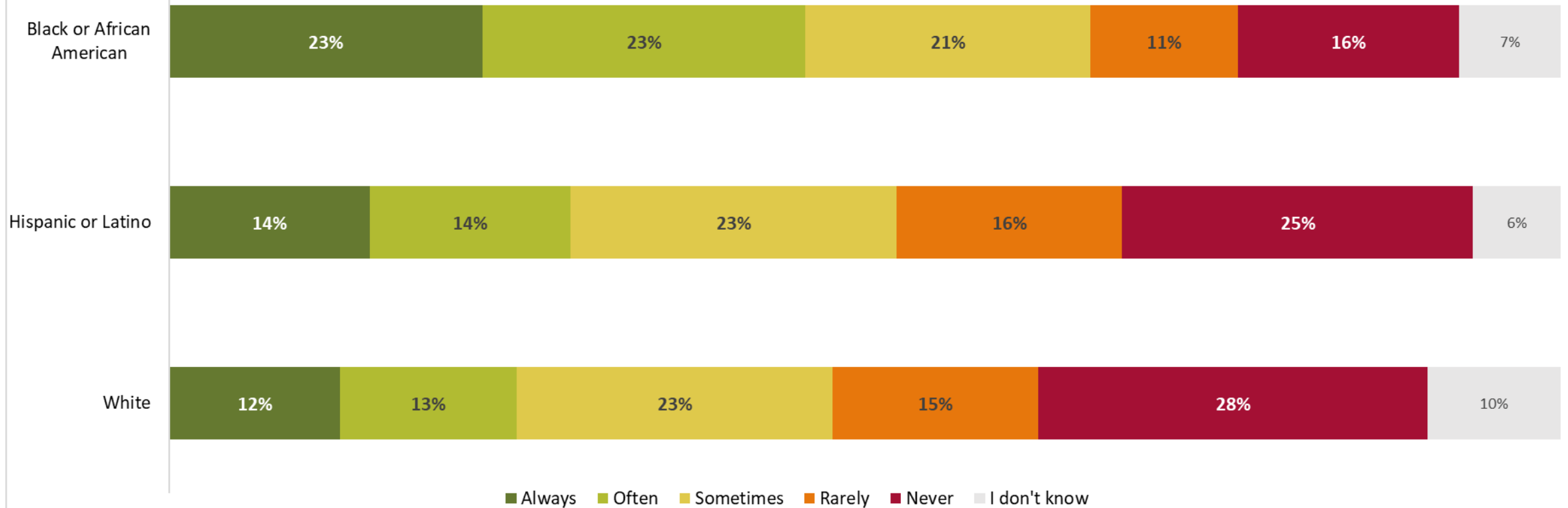


Section D *Pathways for advancement*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe how total compensation will change for the next role level in performance reviews for workers at my pay level

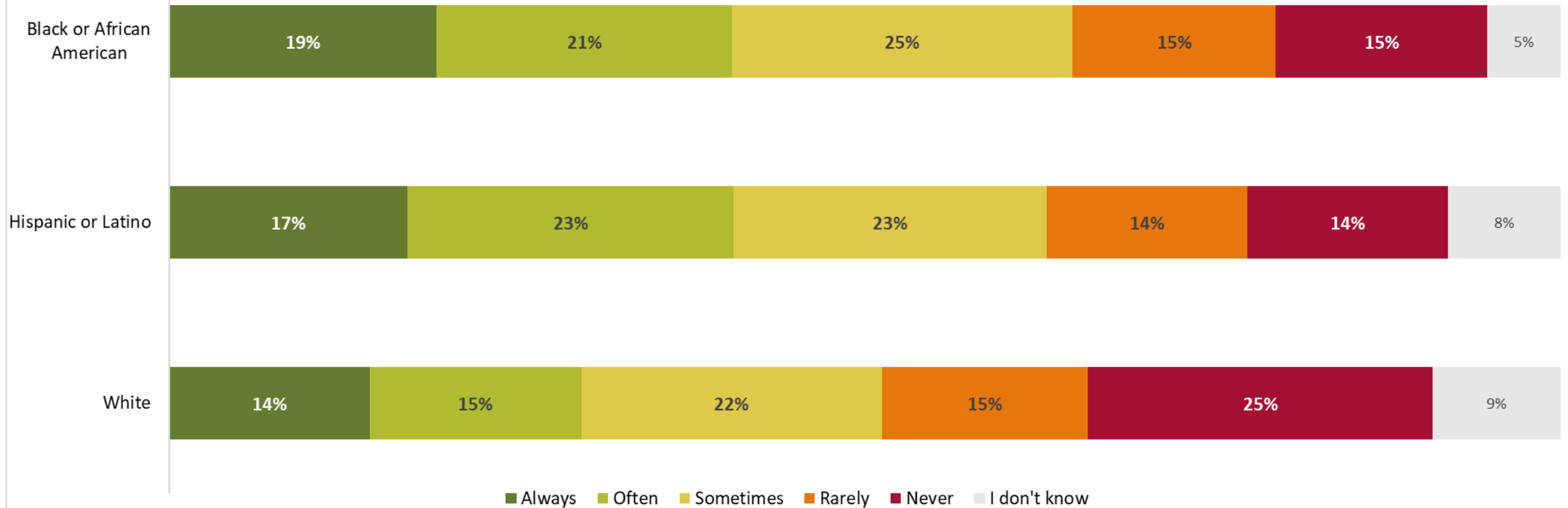


Section D *Pathways for advancement*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level

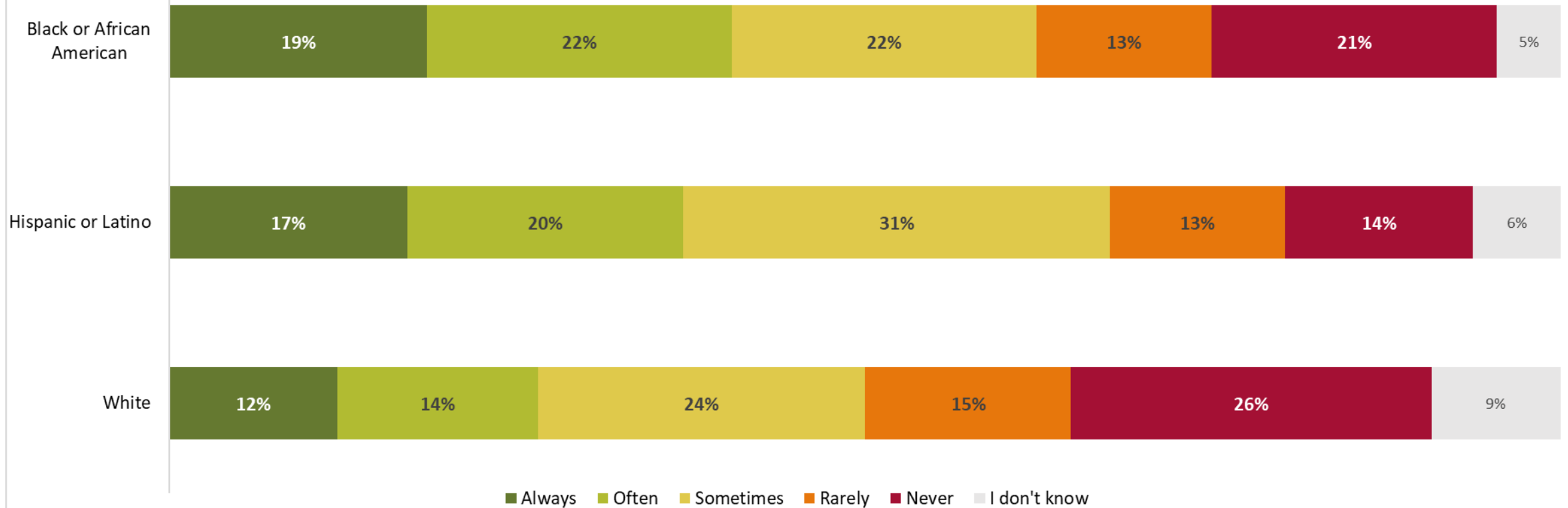


Section D *Pathways for advancement*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level



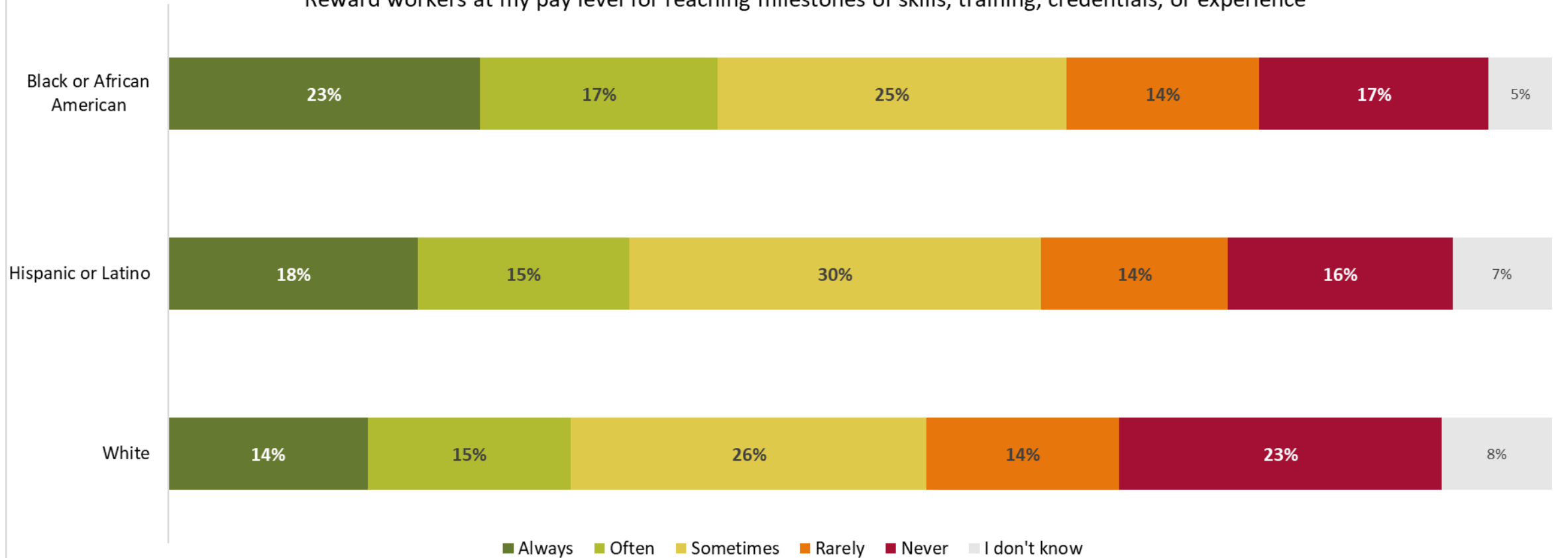
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Reward workers at my pay level for reaching milestones of skills, training, credentials, or experience



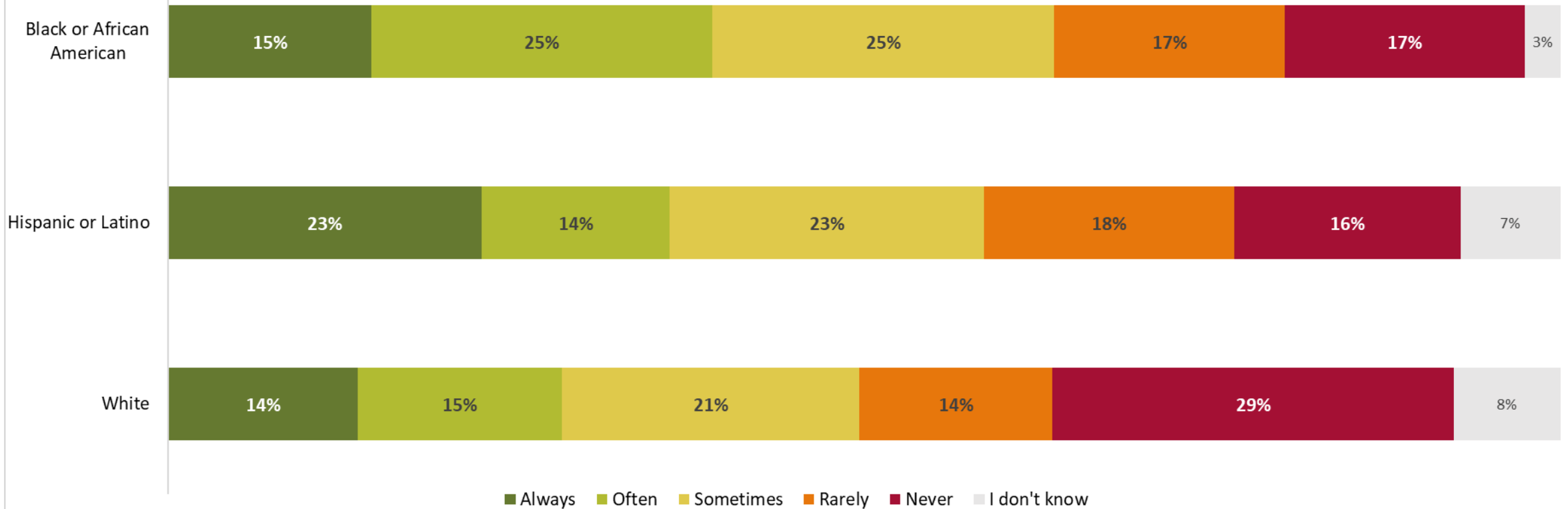
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience



Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Communicate examples of success stories of workers at my pay level to current workers at my pay level



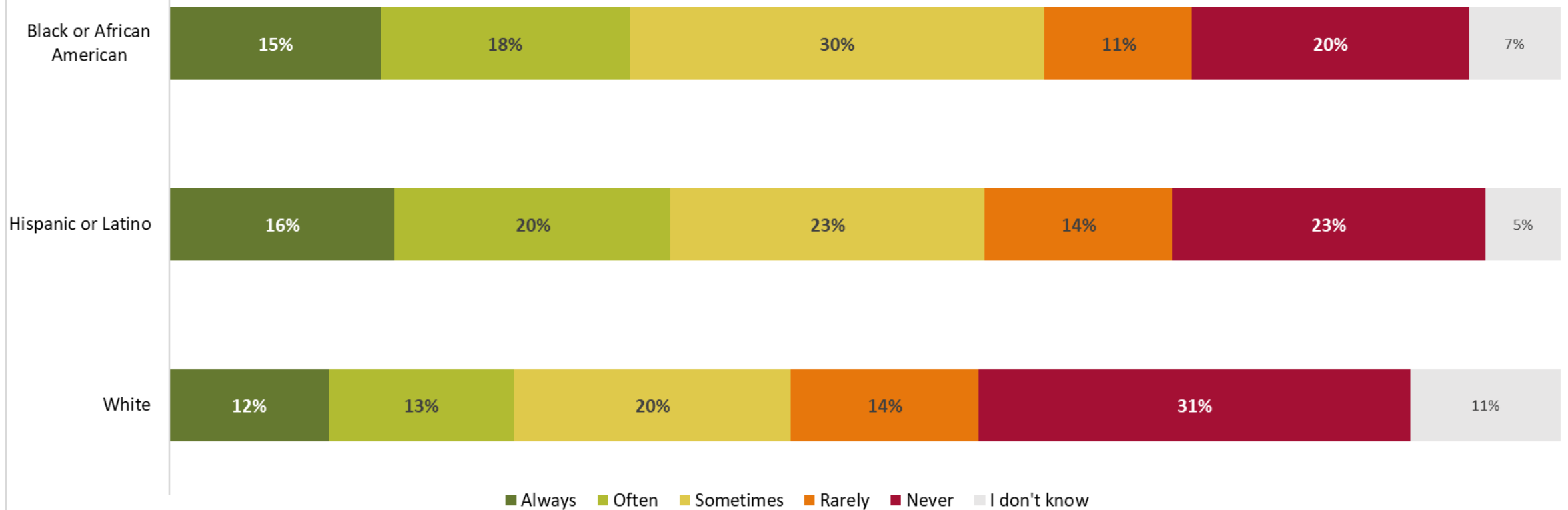
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level



Section D
Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

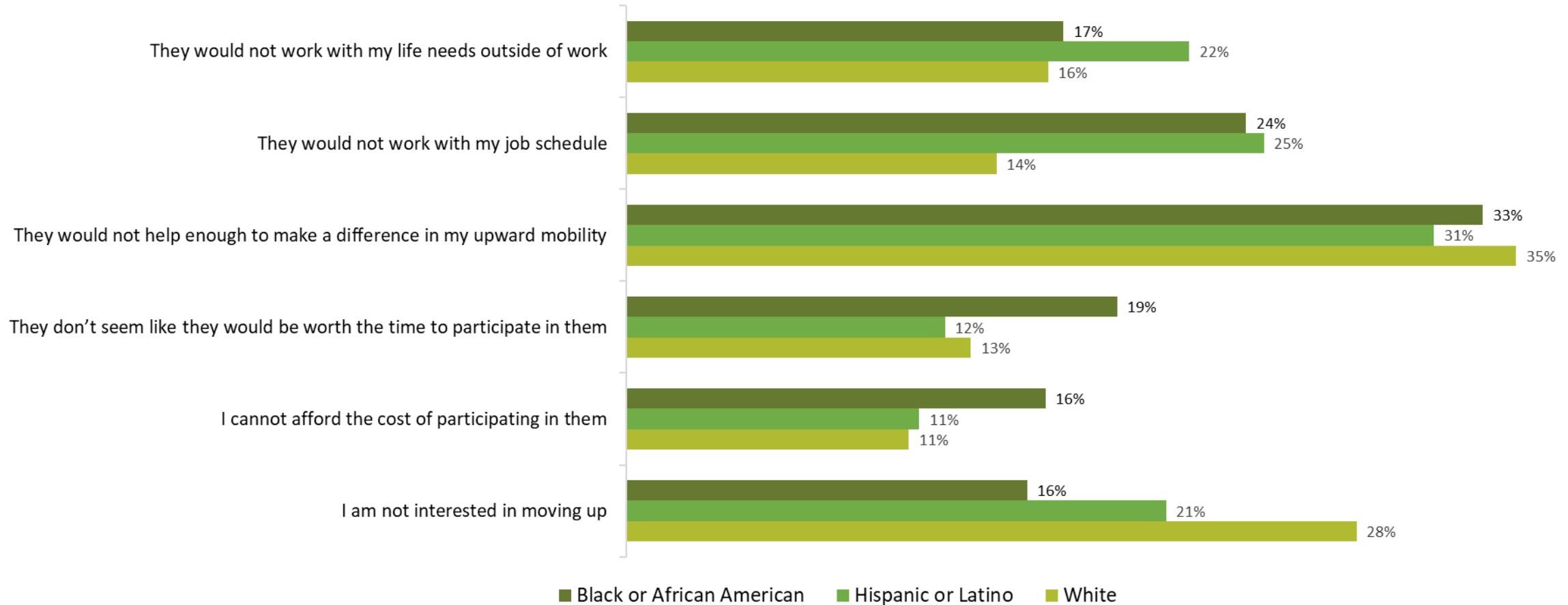
D22: Which of the below company practices would be helpful to your upward mobility?



Section D
Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

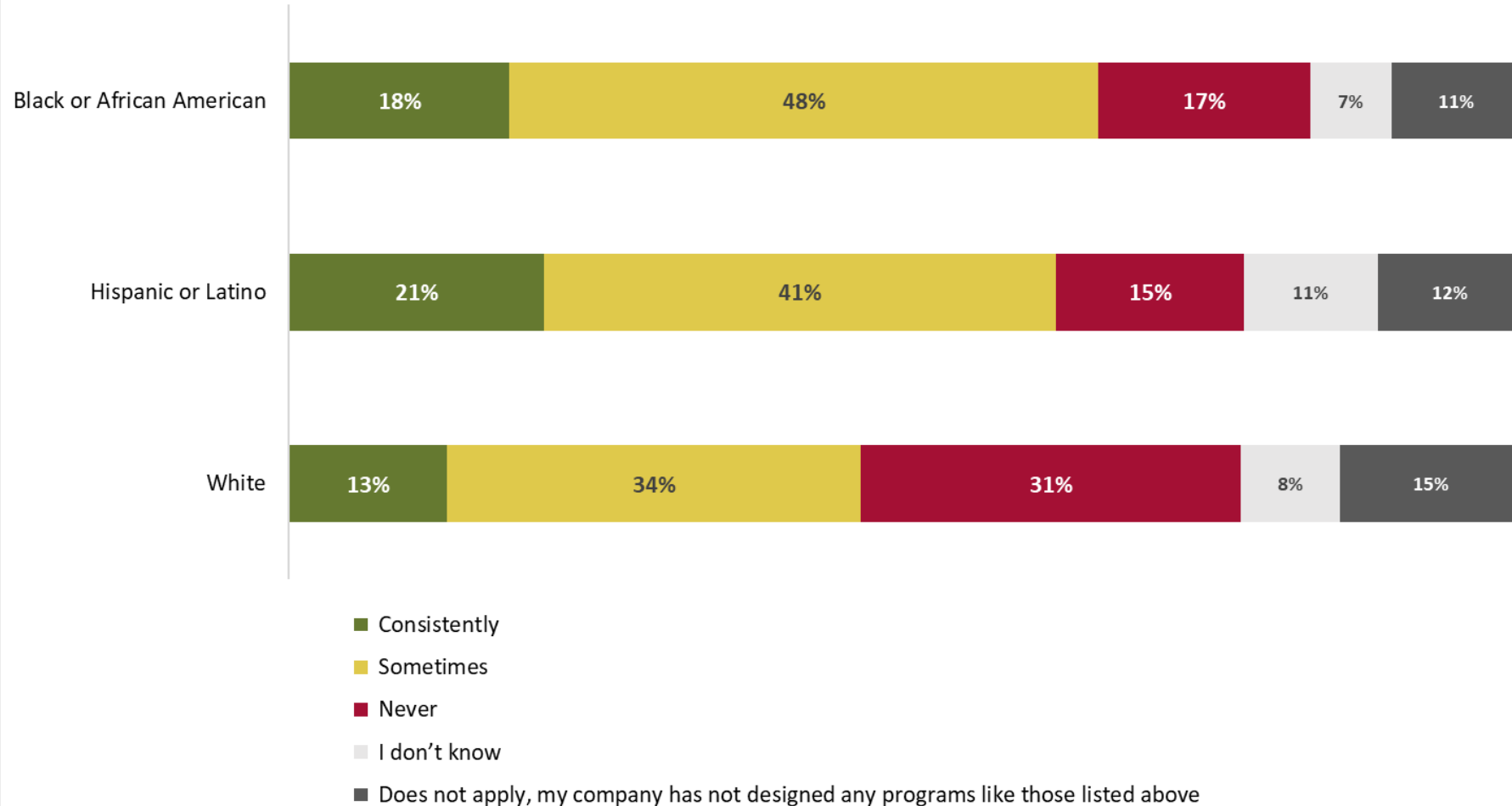
D23: For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D
Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D24: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:



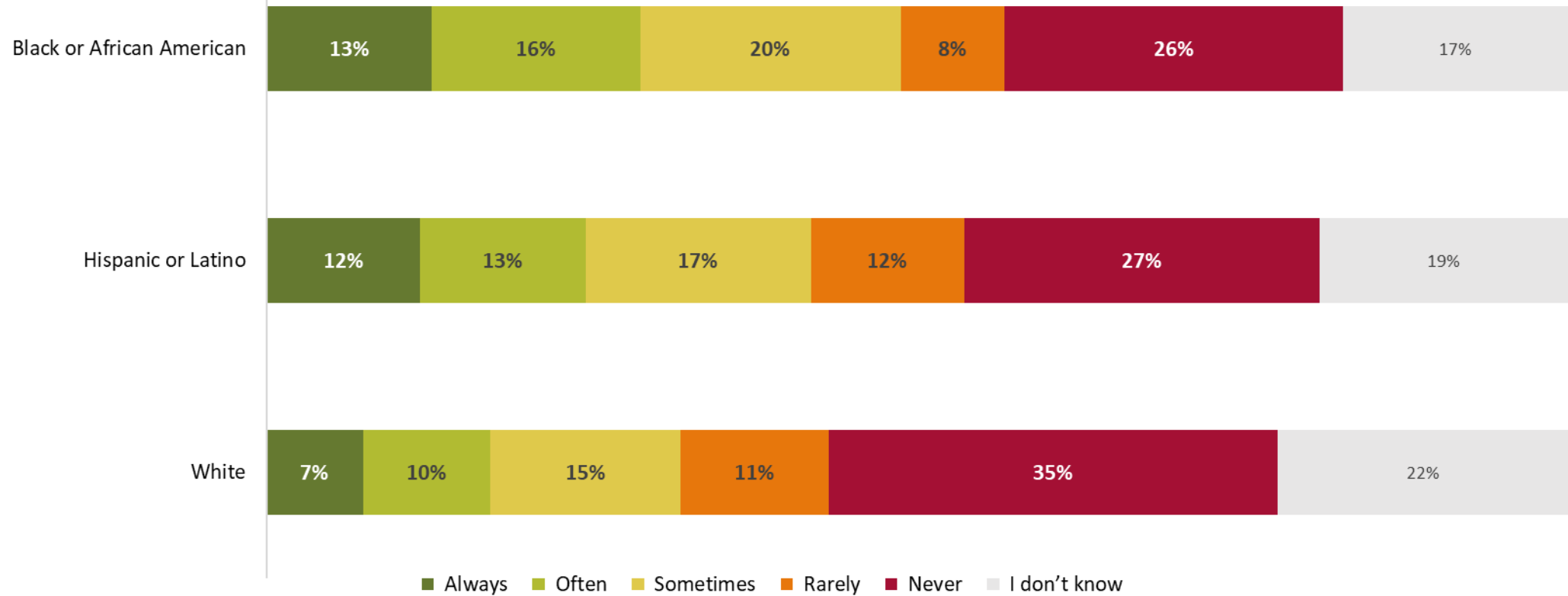
Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D25V2: Does your primary company:

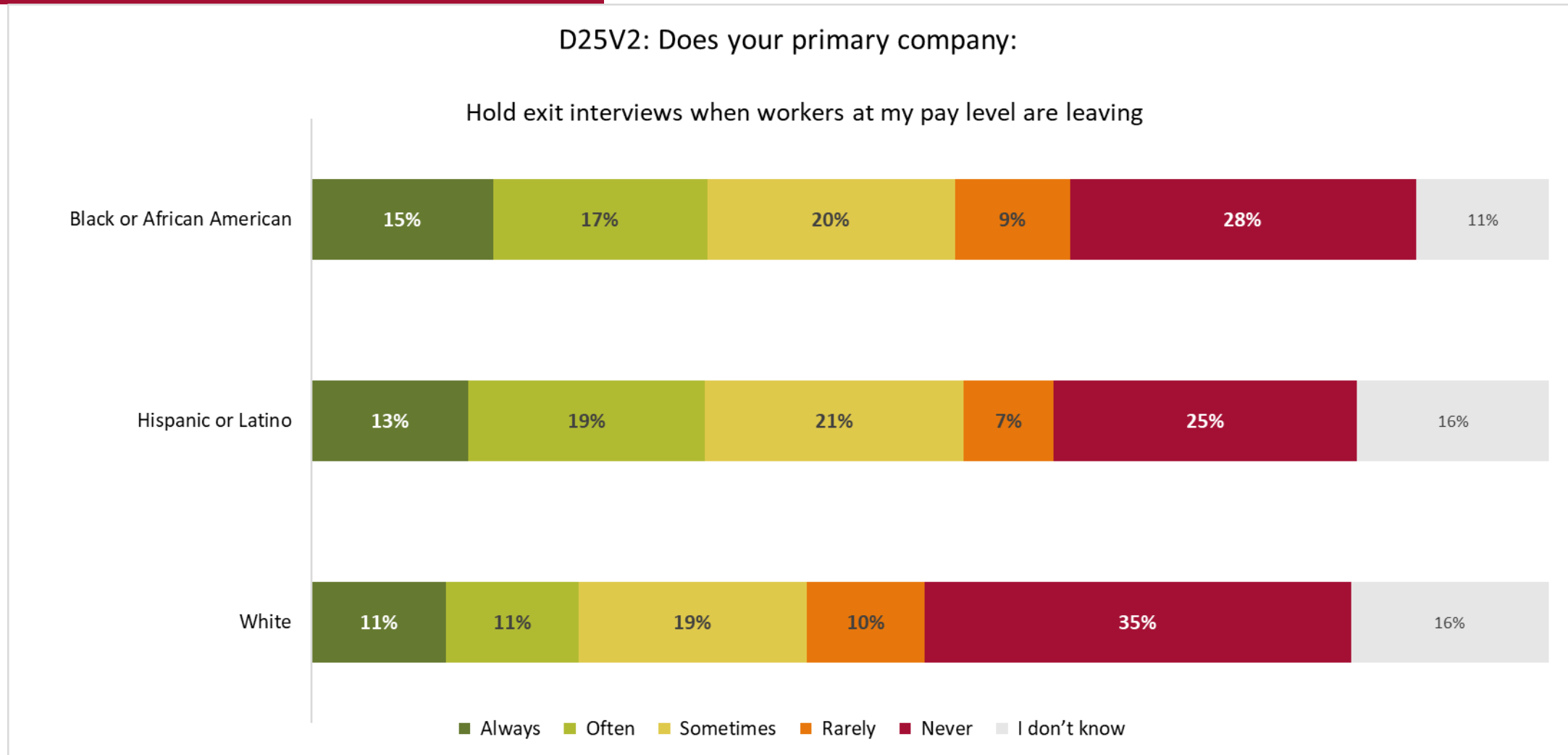
Track which company or industry workers at my pay level move to when they quit this company



Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

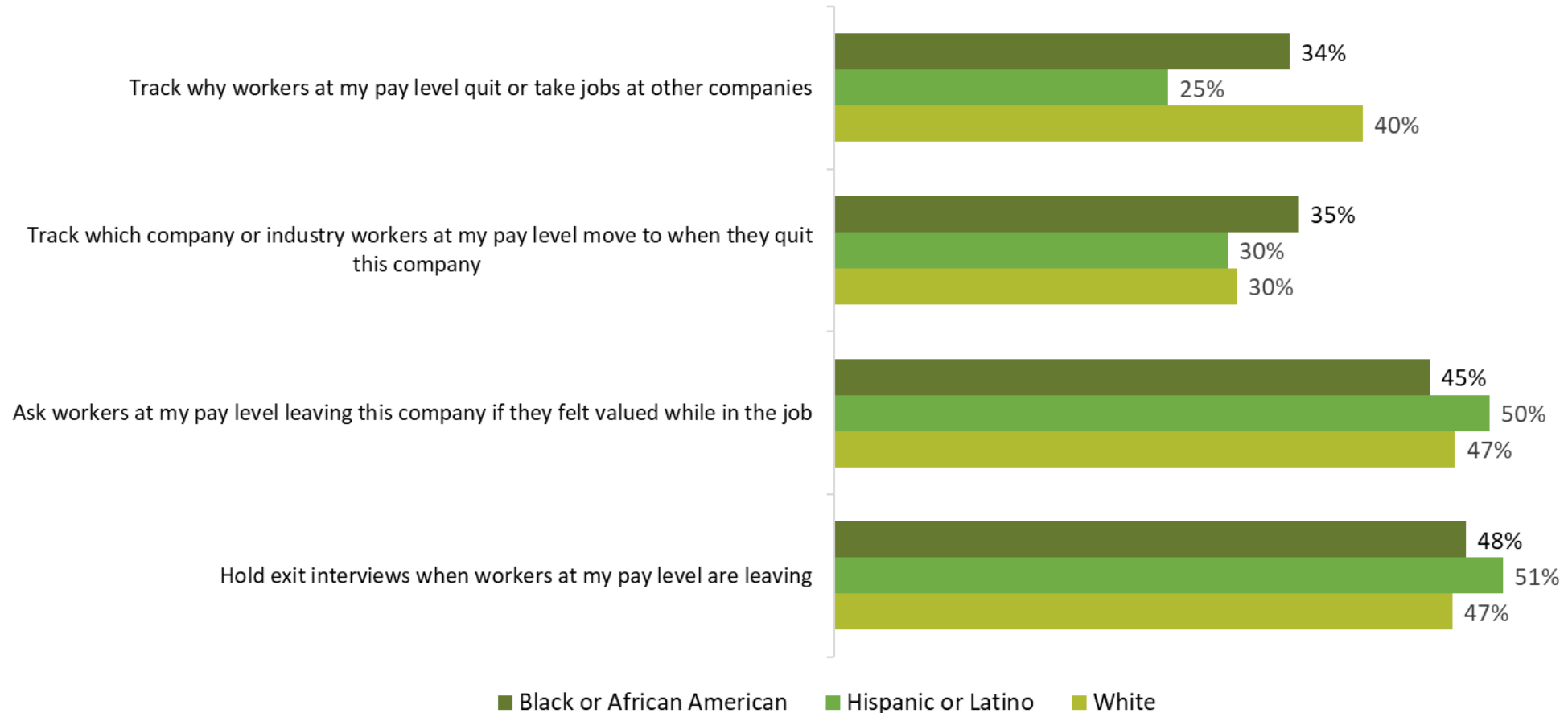


Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

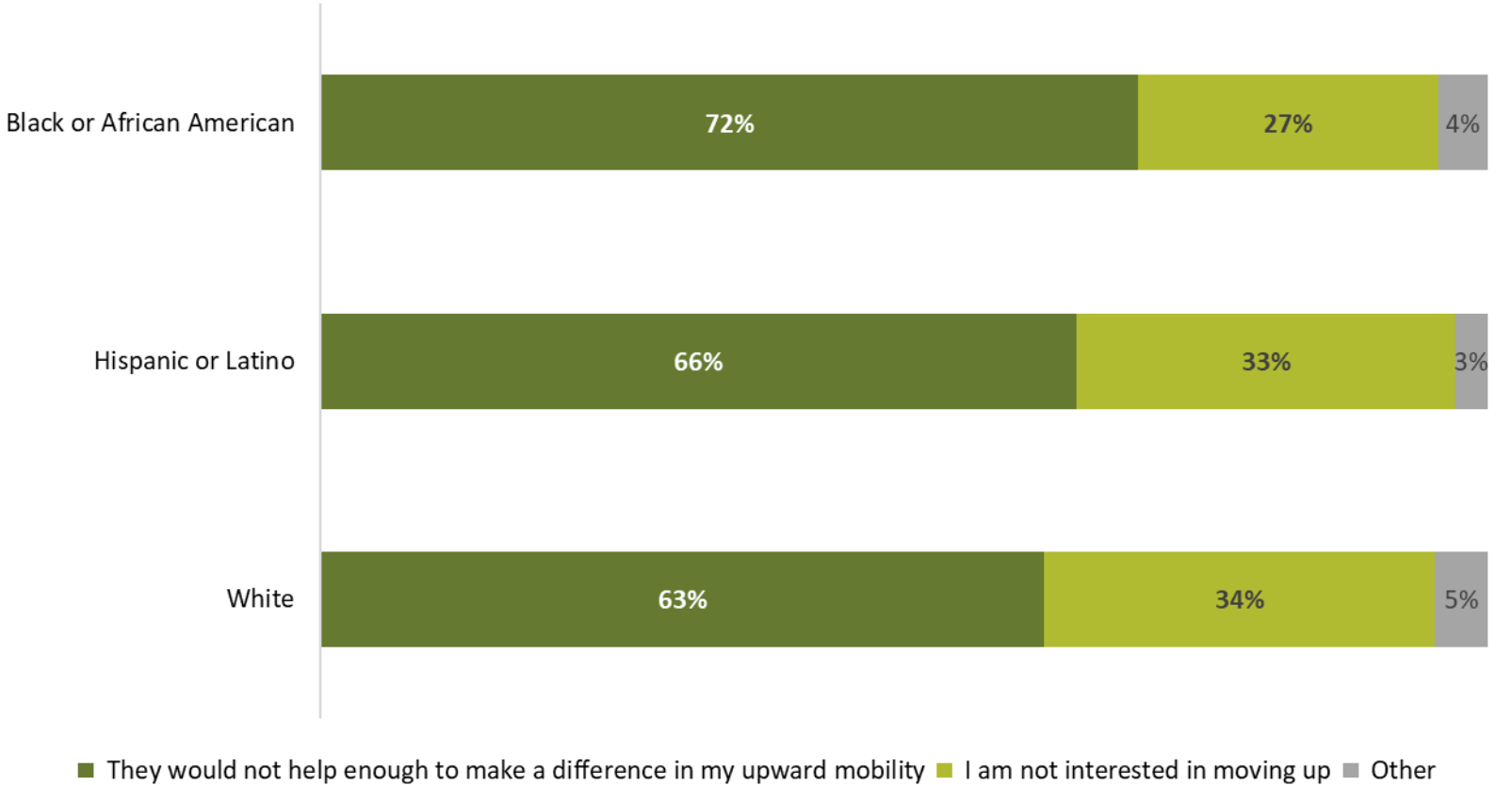
D26: Which of the below company practices would be helpful to your upward mobility?



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section D
Offboarding and post-exit

D27. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?

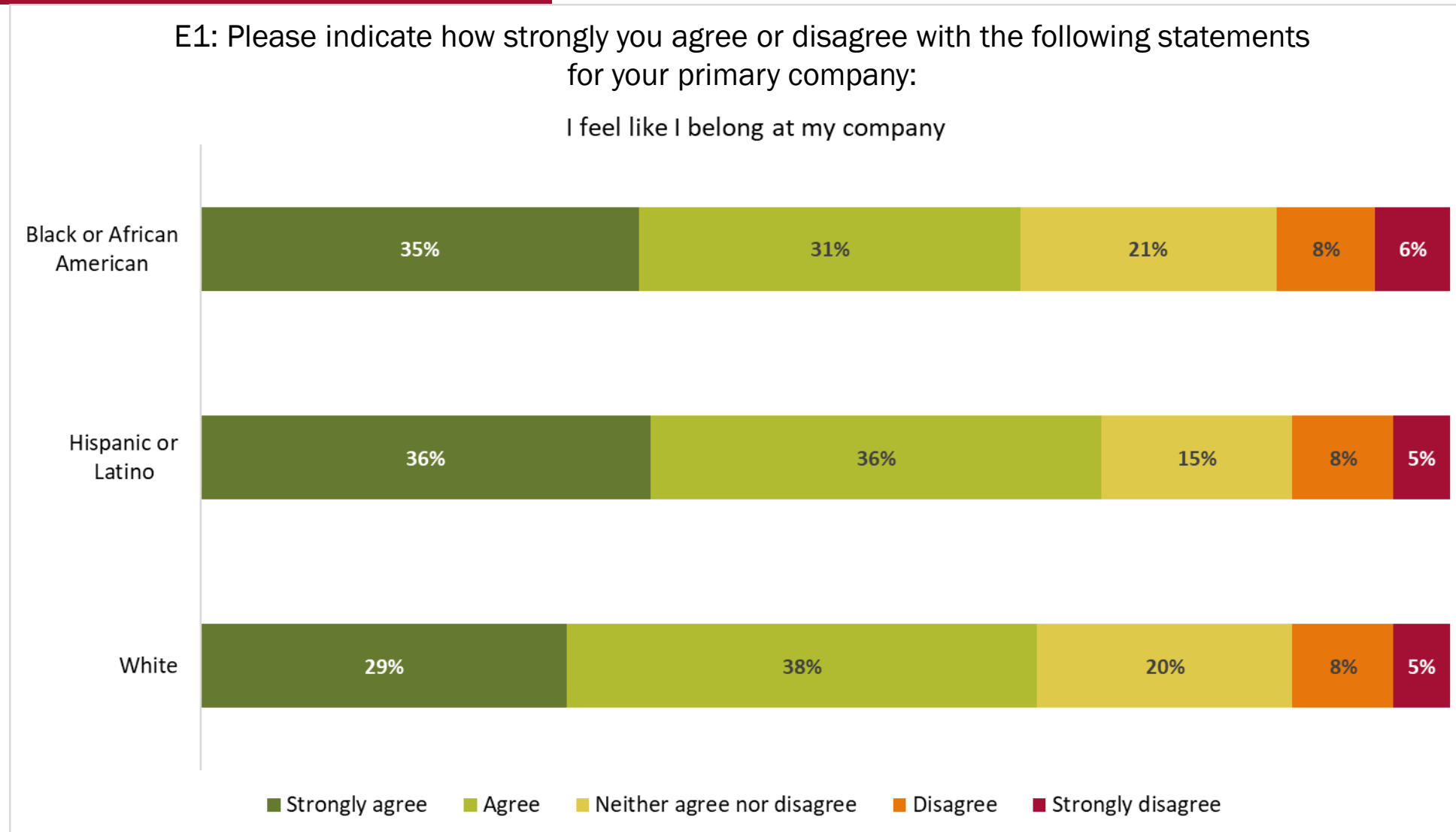


Section E

Your thoughts about your primary company

Section E

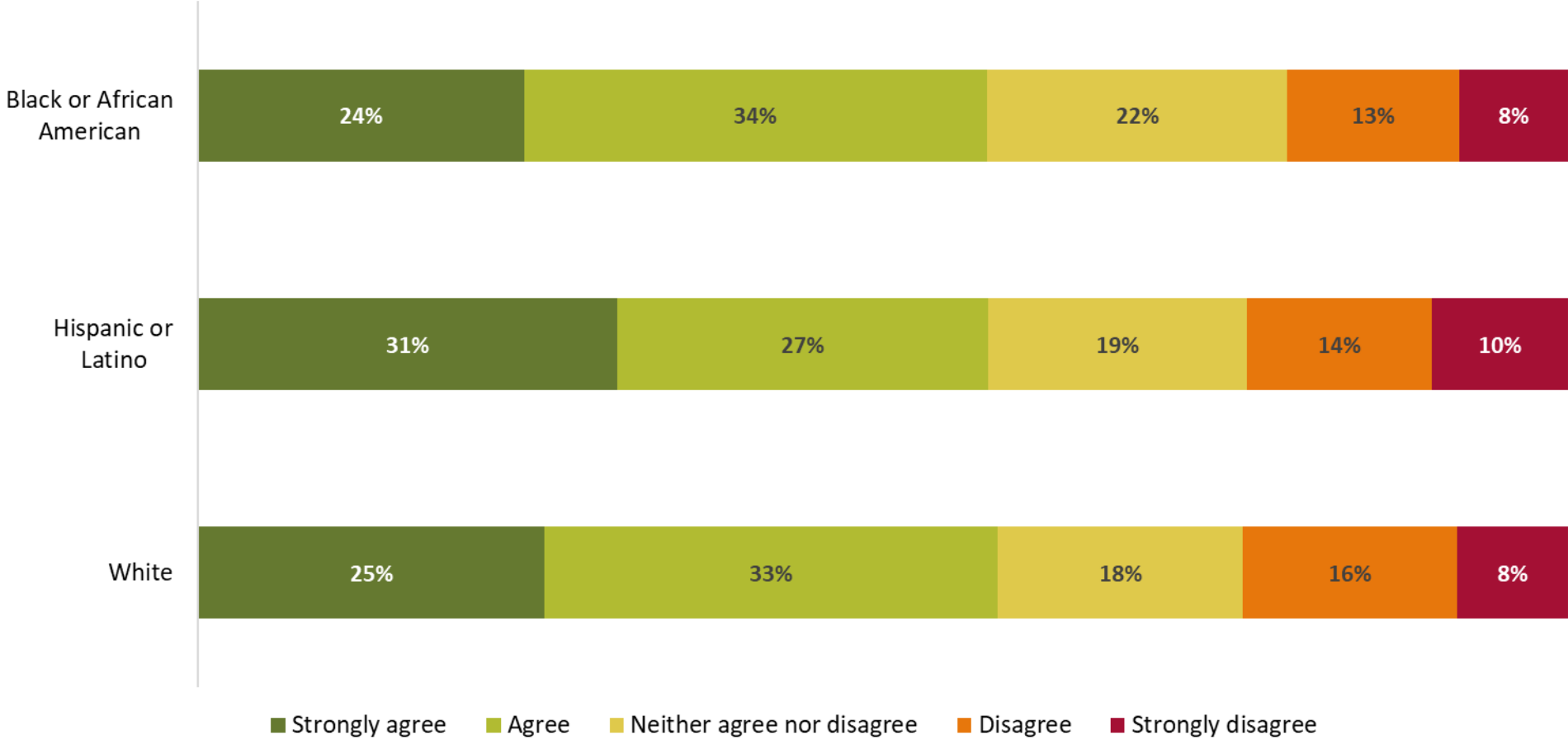
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:
I feel valued by my company

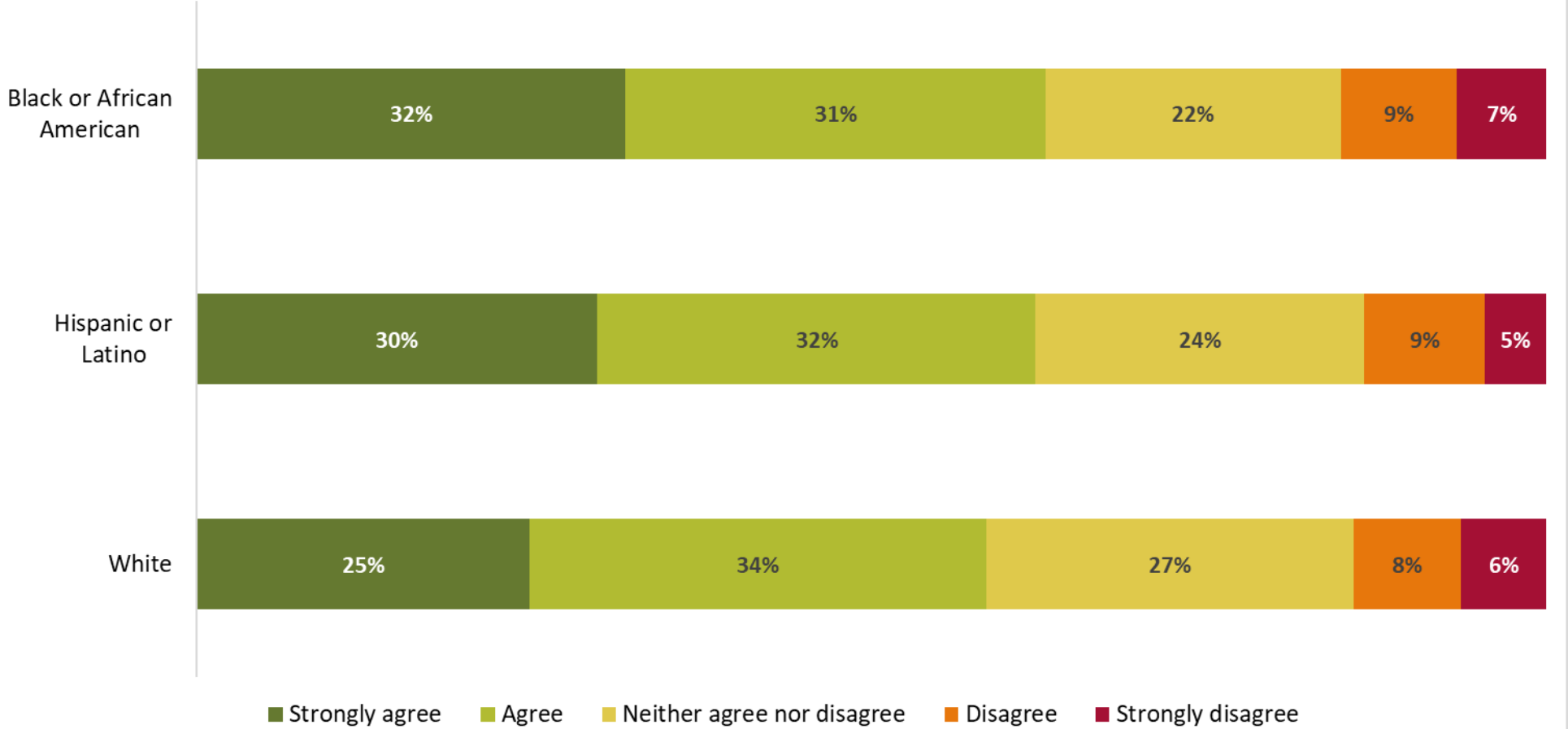


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

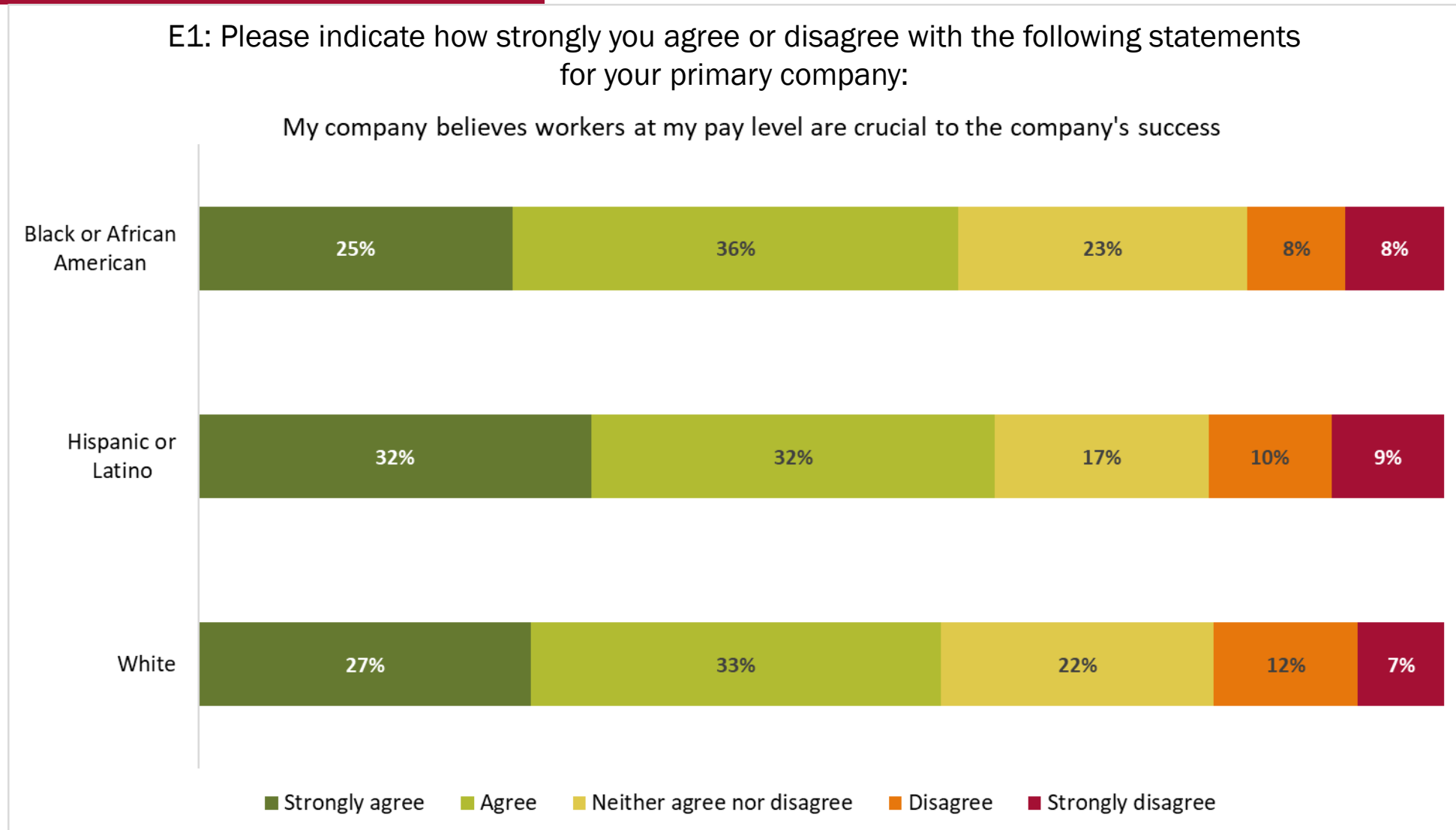
E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

My company is a great place to work



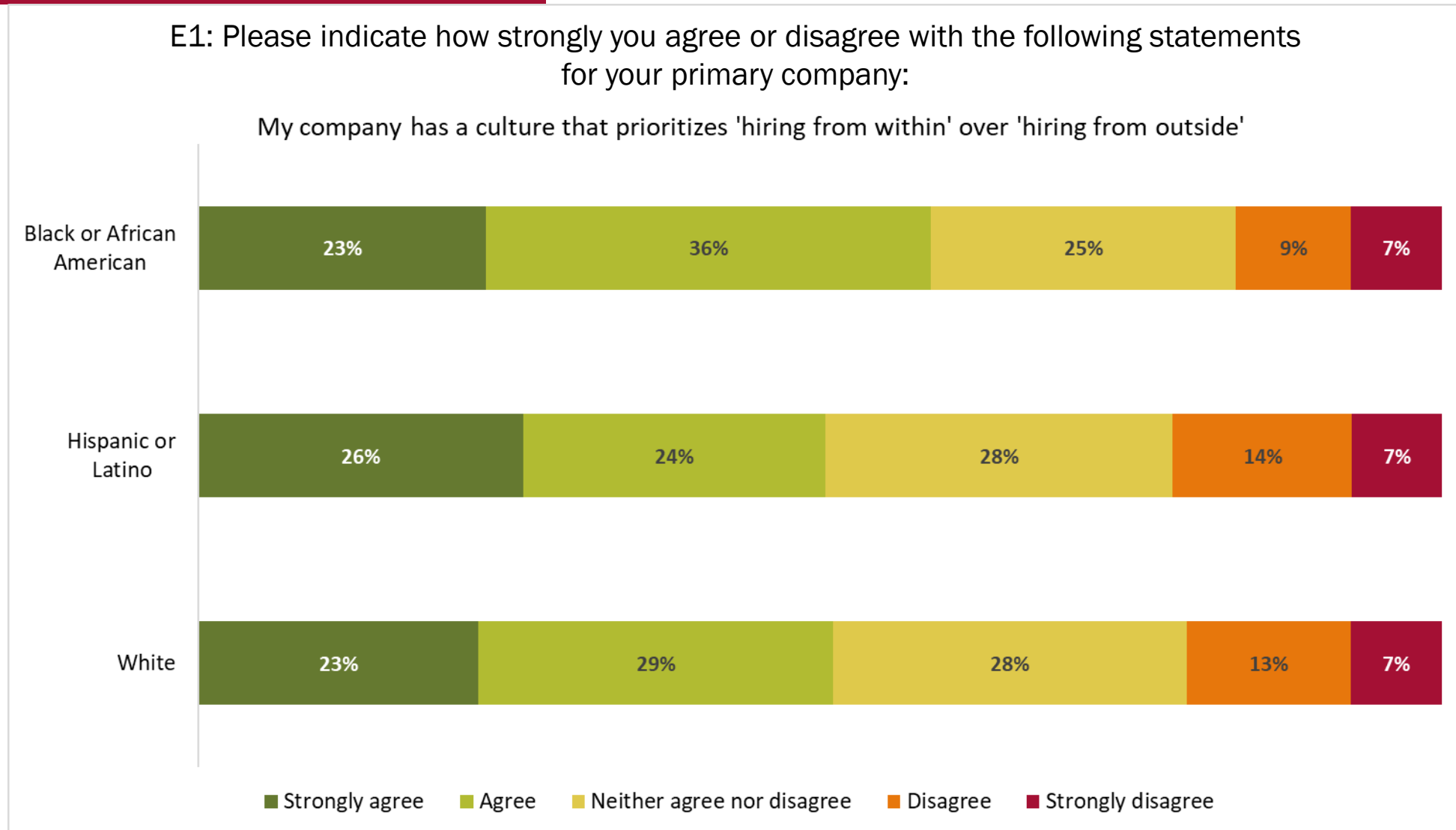
Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

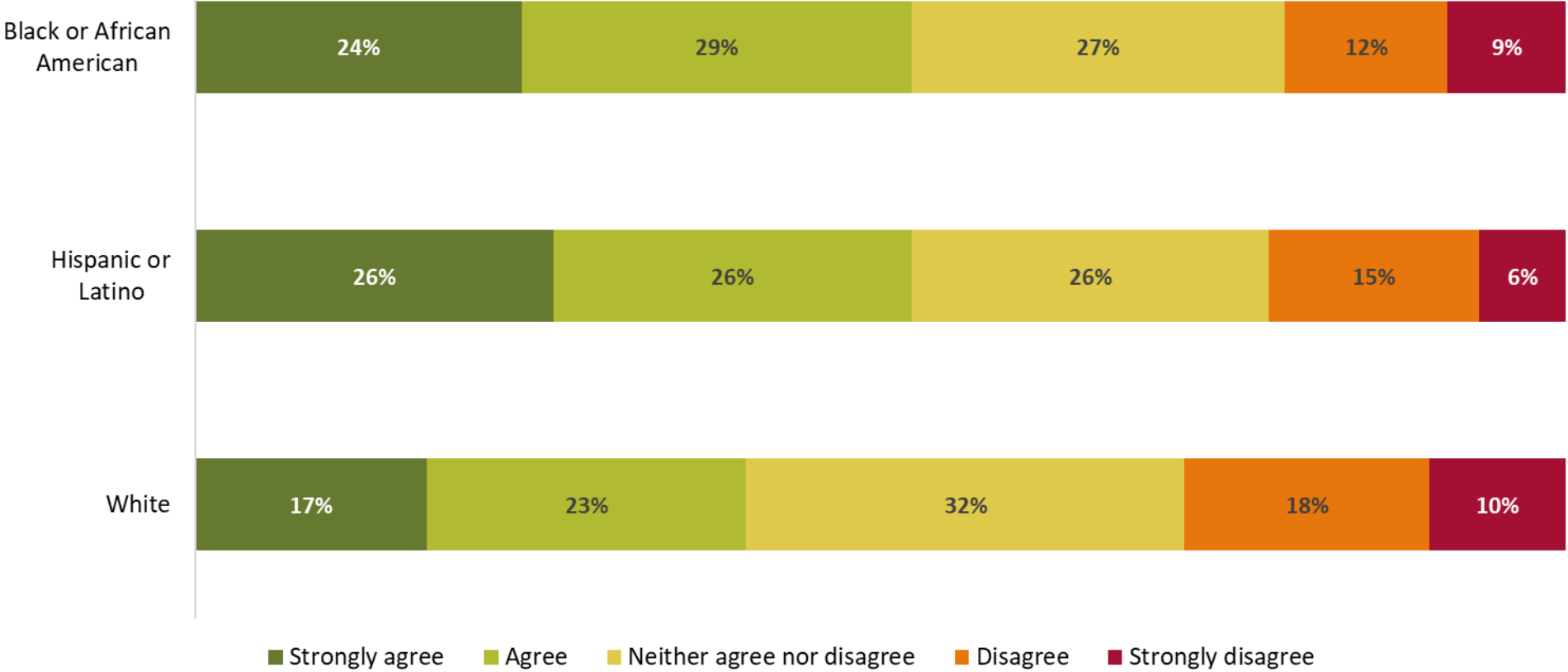


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

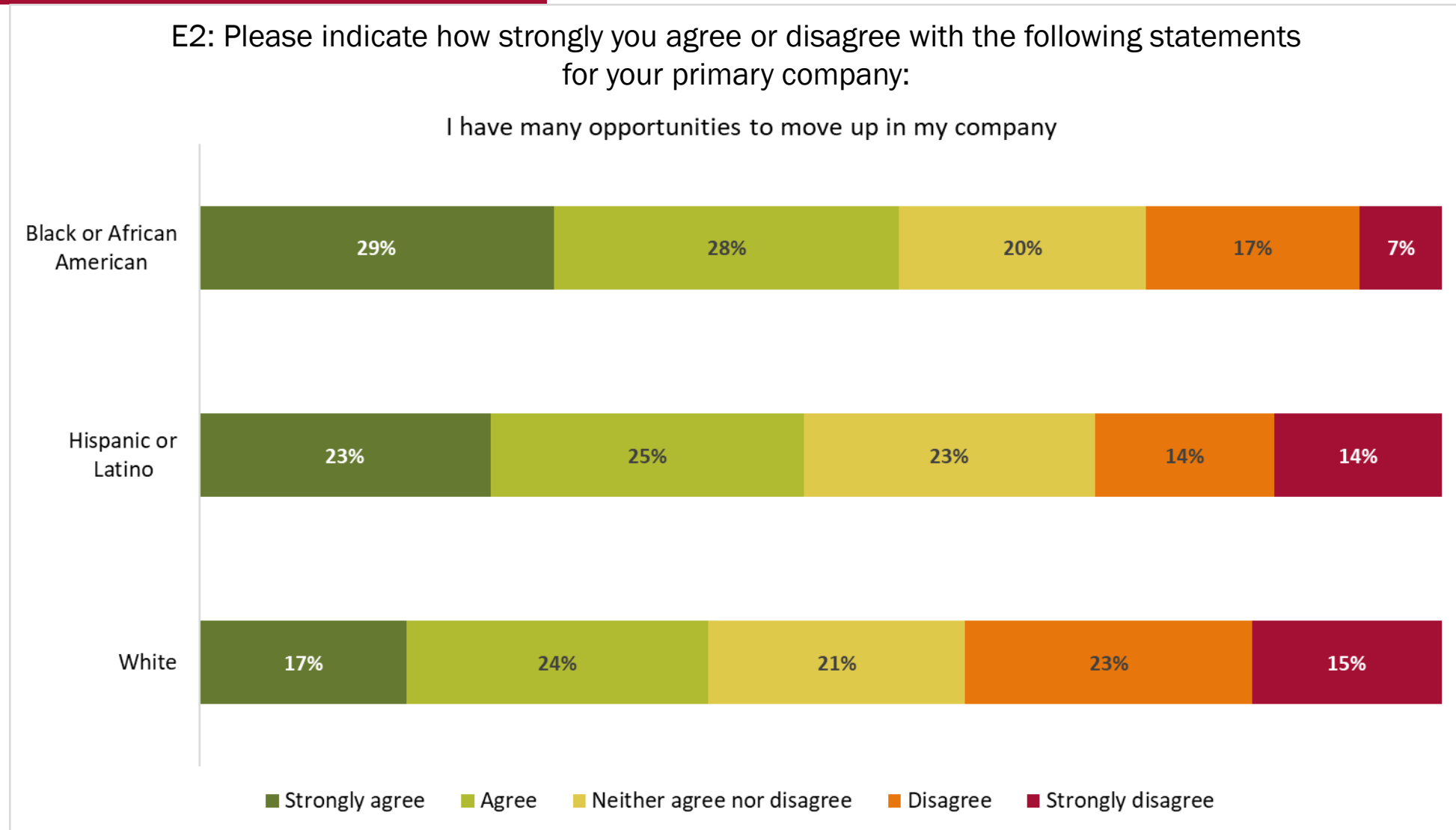
E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

My company's culture inspires me to try to move up



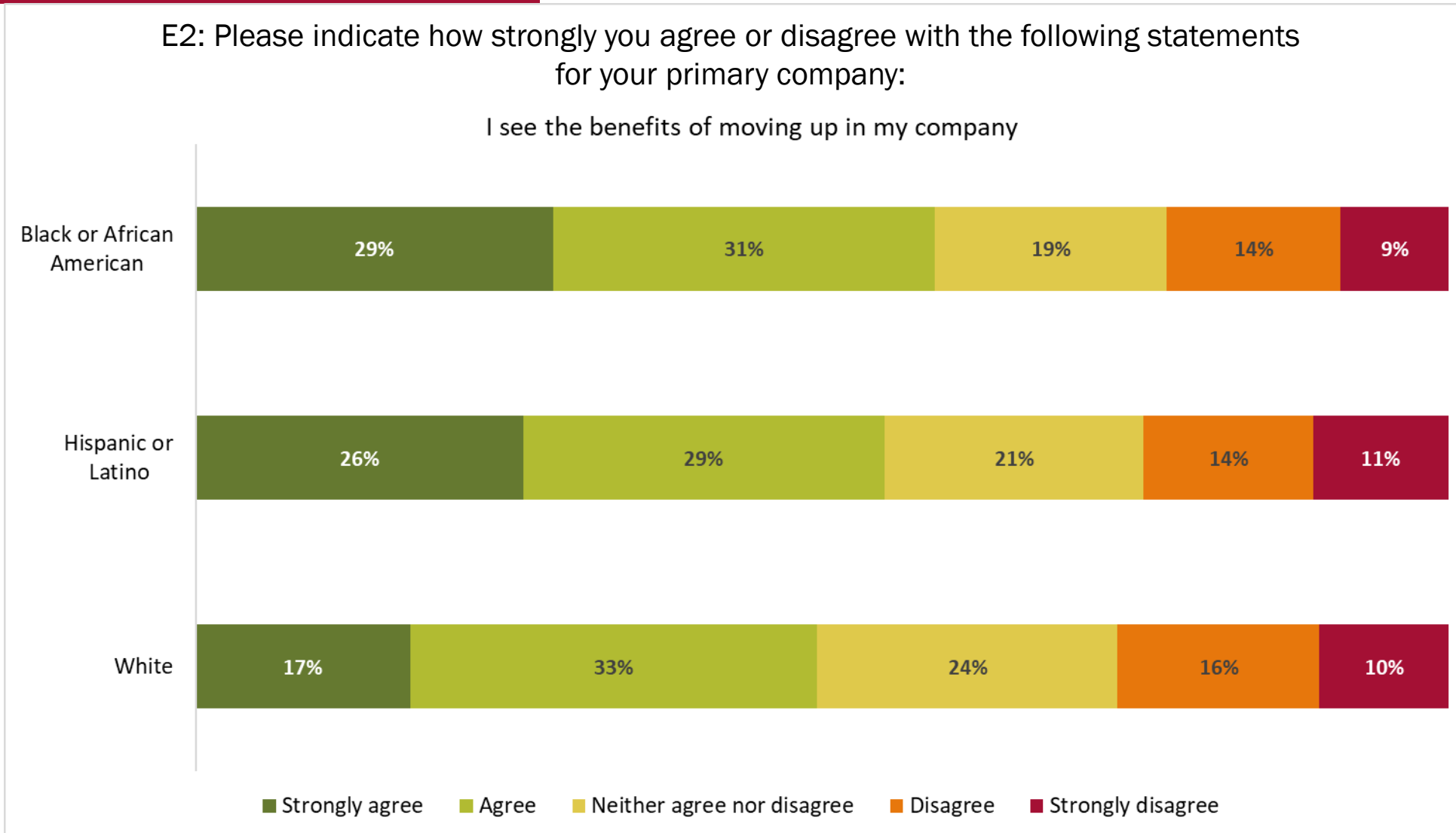
Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

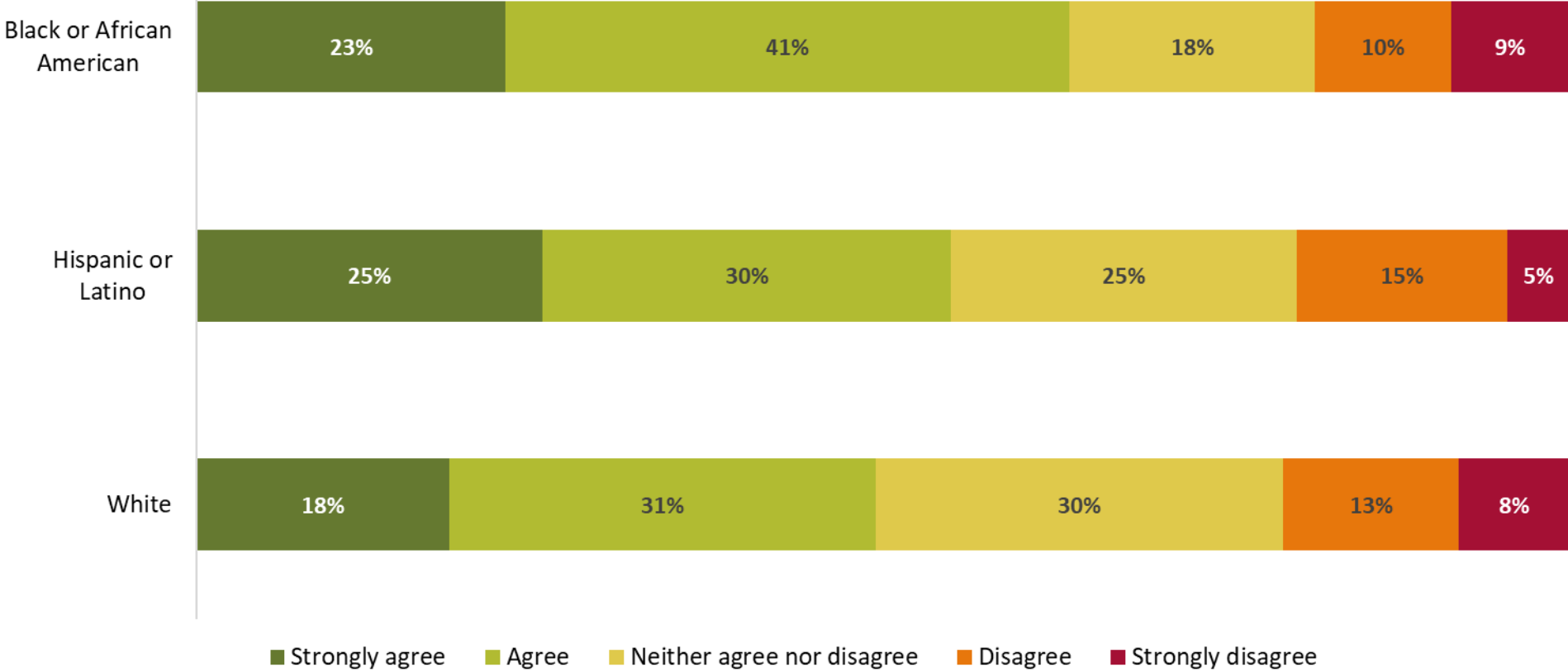


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

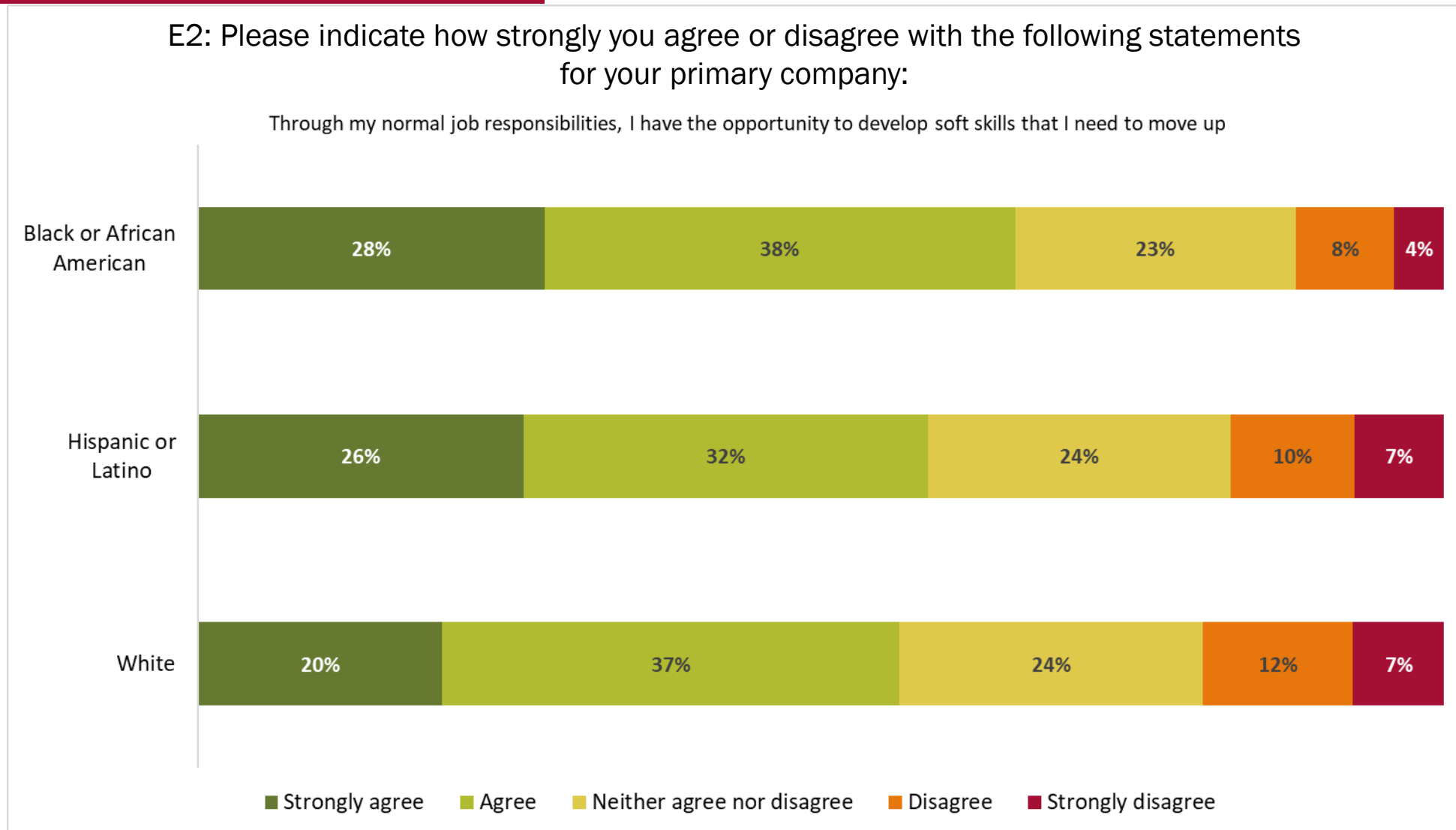
E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I am confident that I know what I need to do to move up from my current role to one with higher pay and responsibility at my company



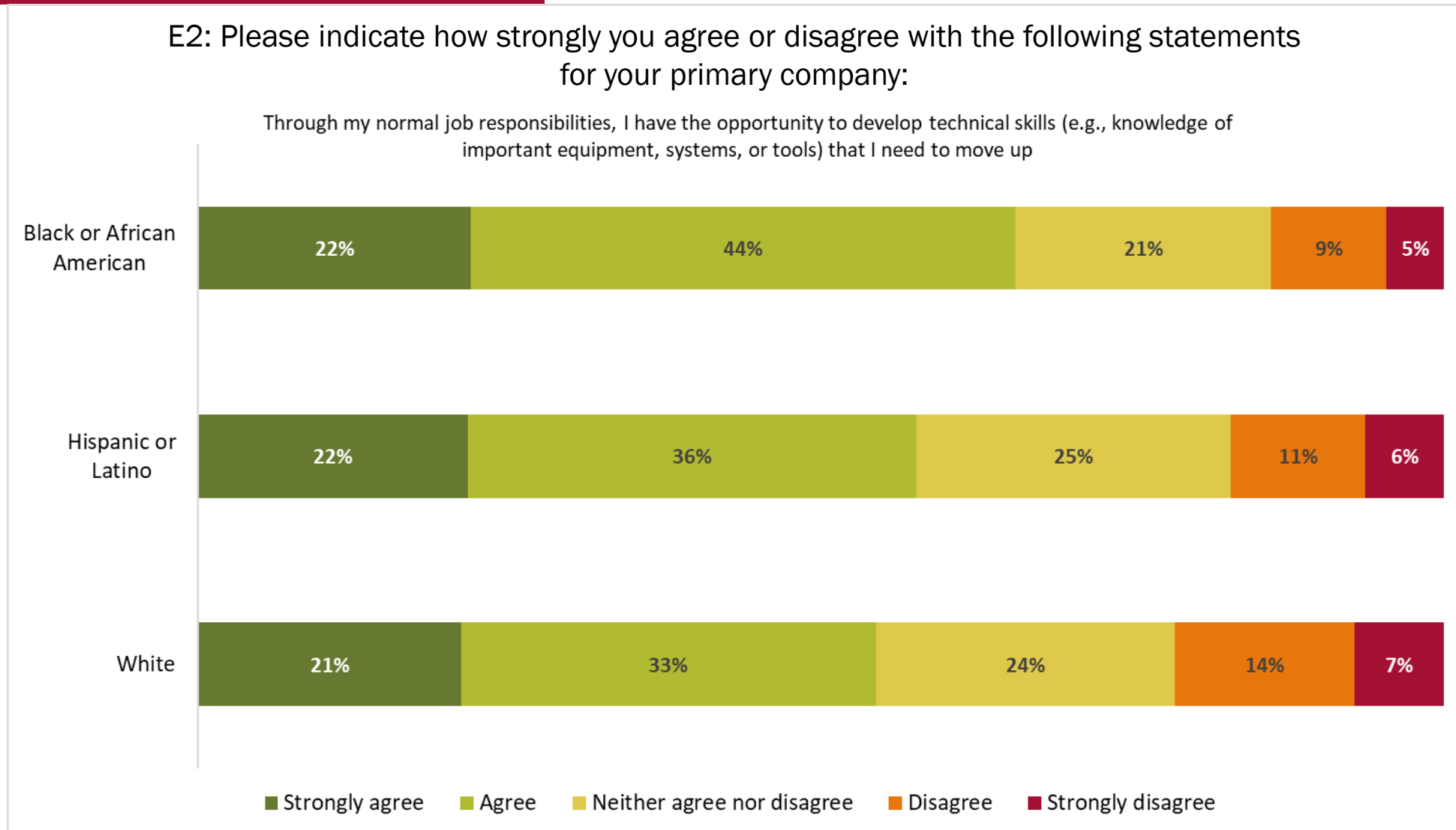
Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



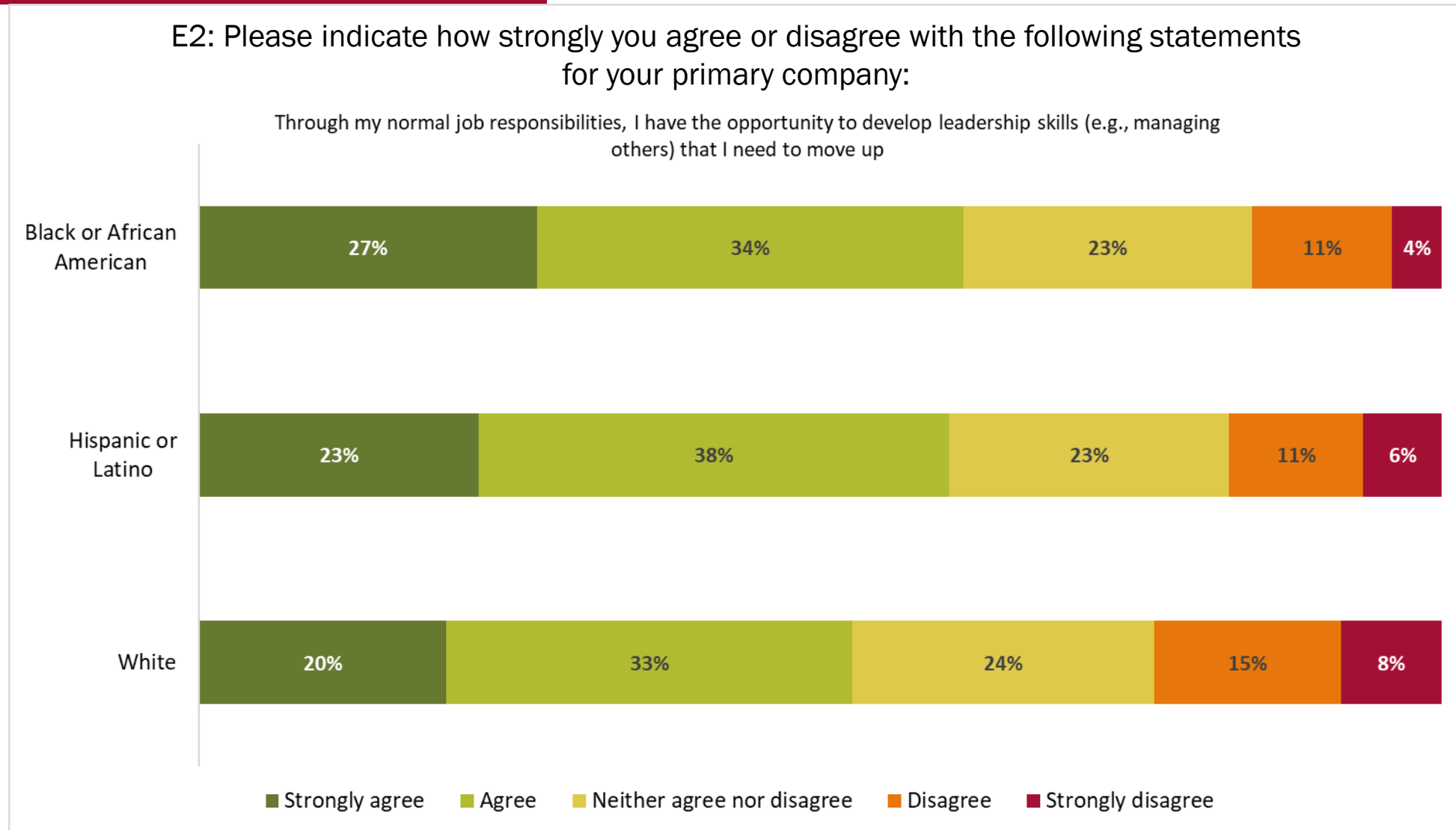
Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

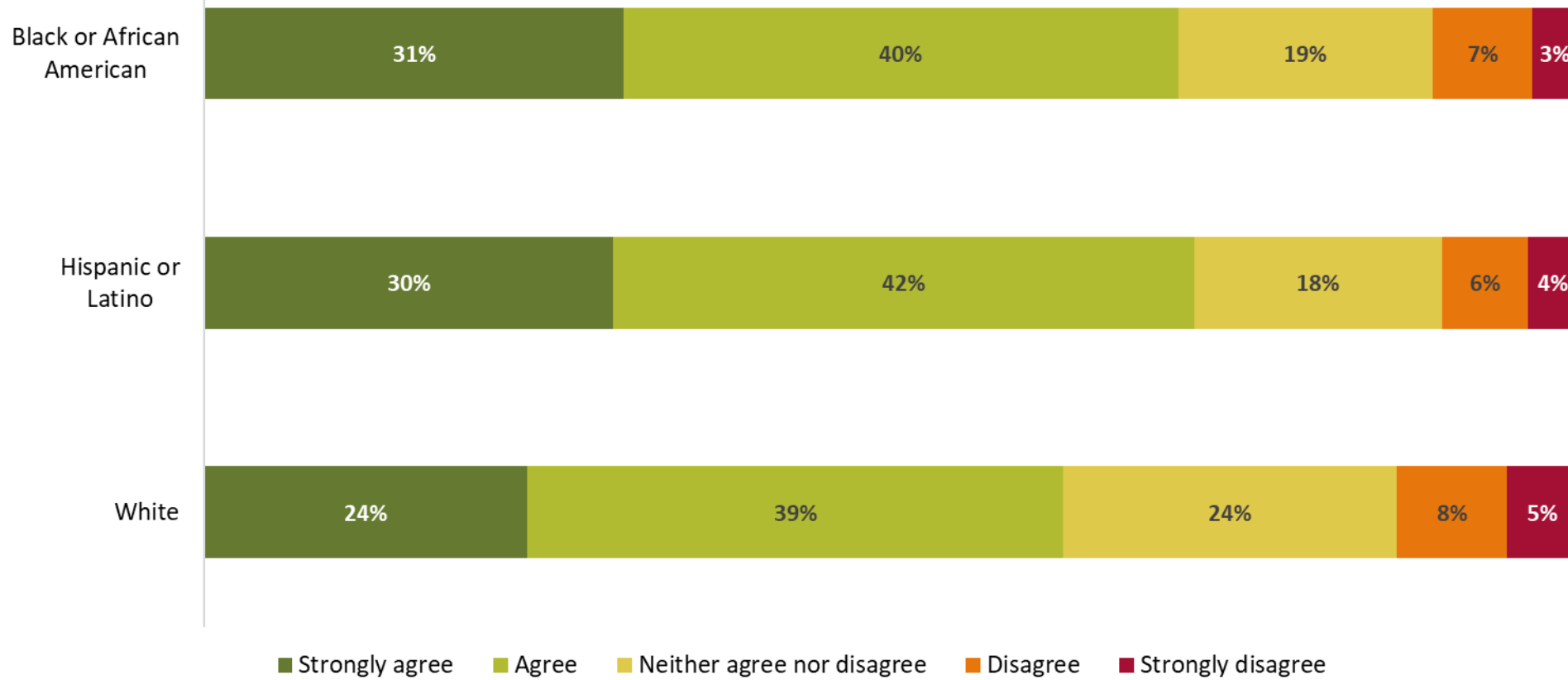


Section E

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

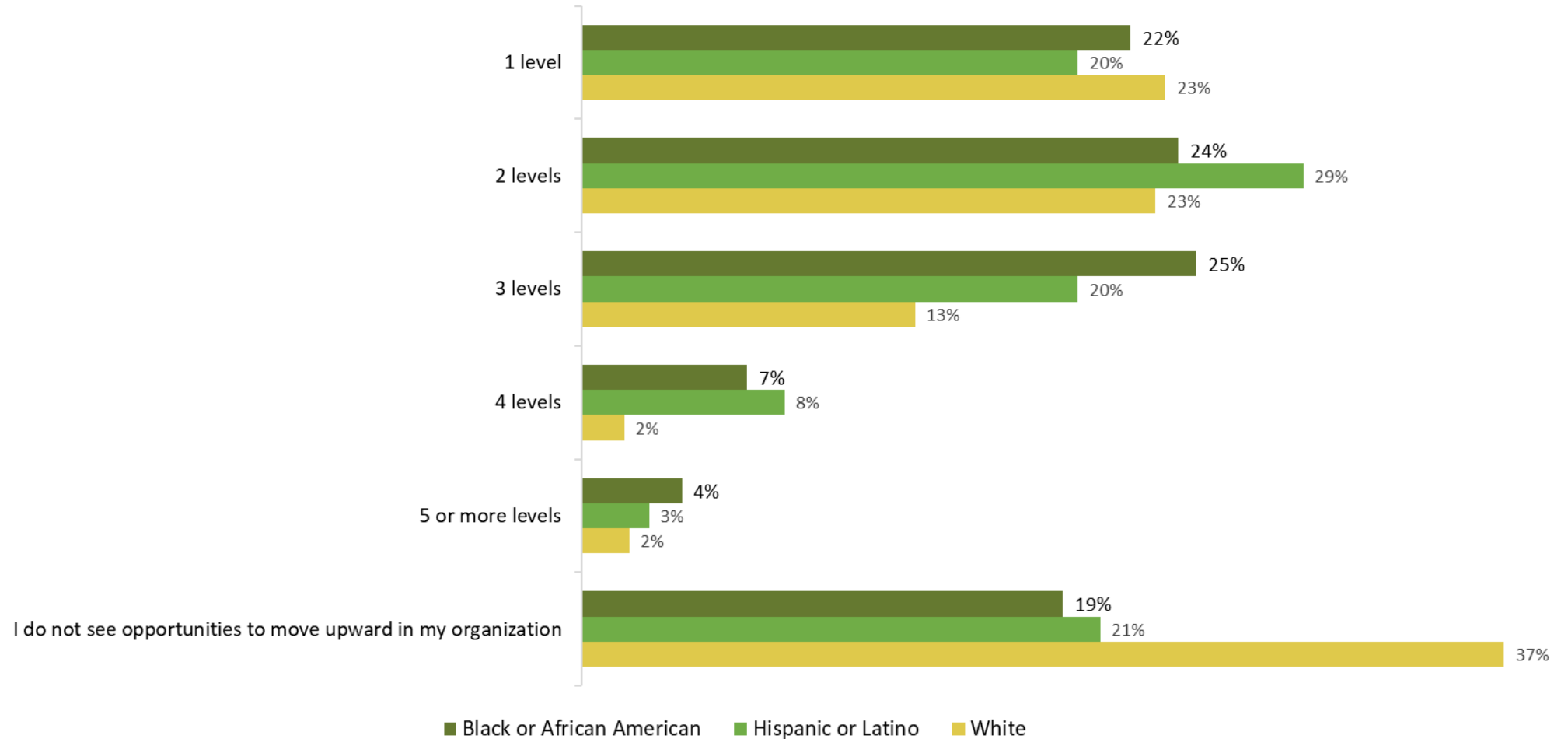
I can explain how what I’ve learned and done in this job is related to future jobs I would be interested in



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

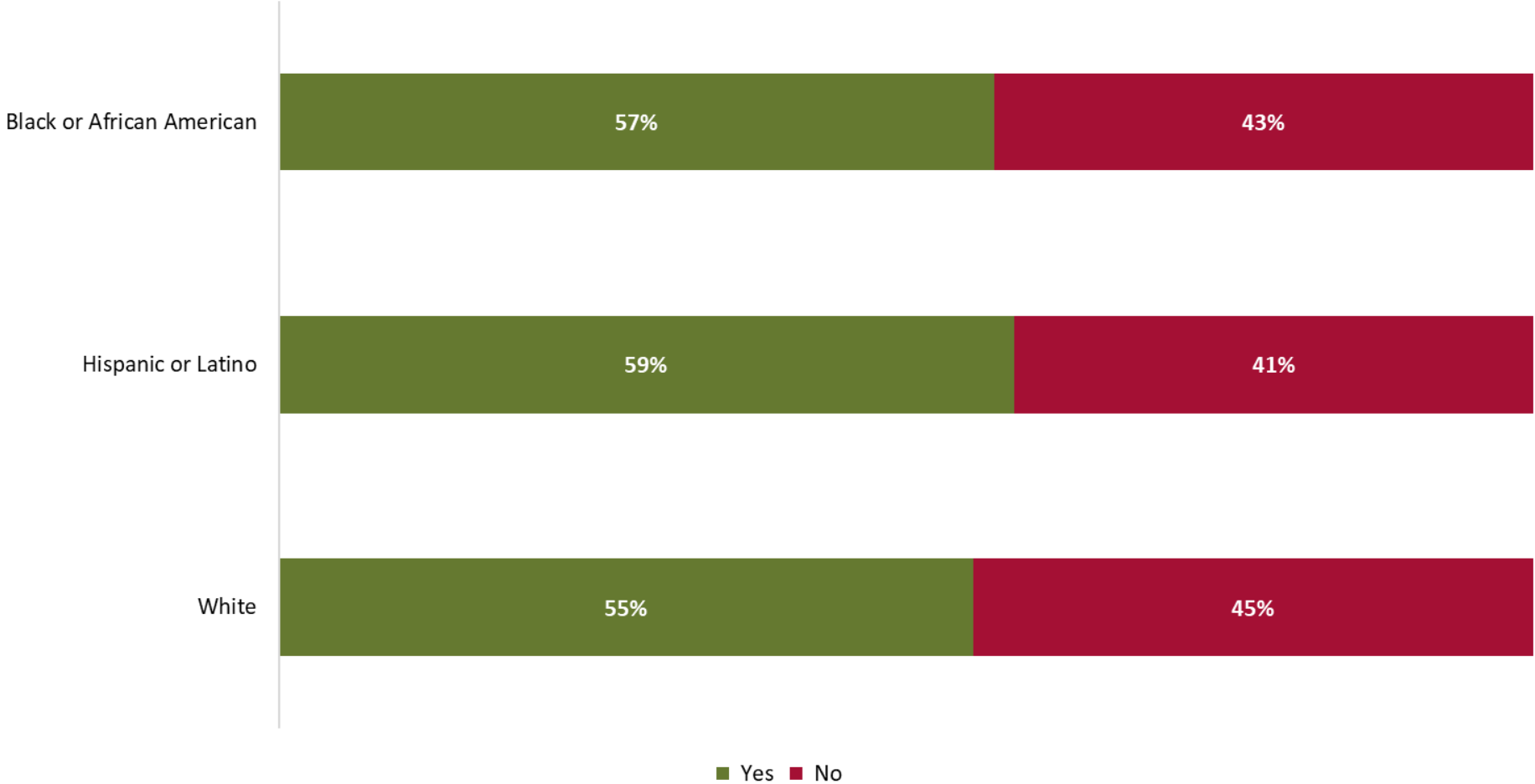
E3: In my organization, I see a path forward for me to move _____ job levels upward.



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E4: Do you currently have, or have you previously had, a supervisor and/or mentor who has helped you be more successful in your career?

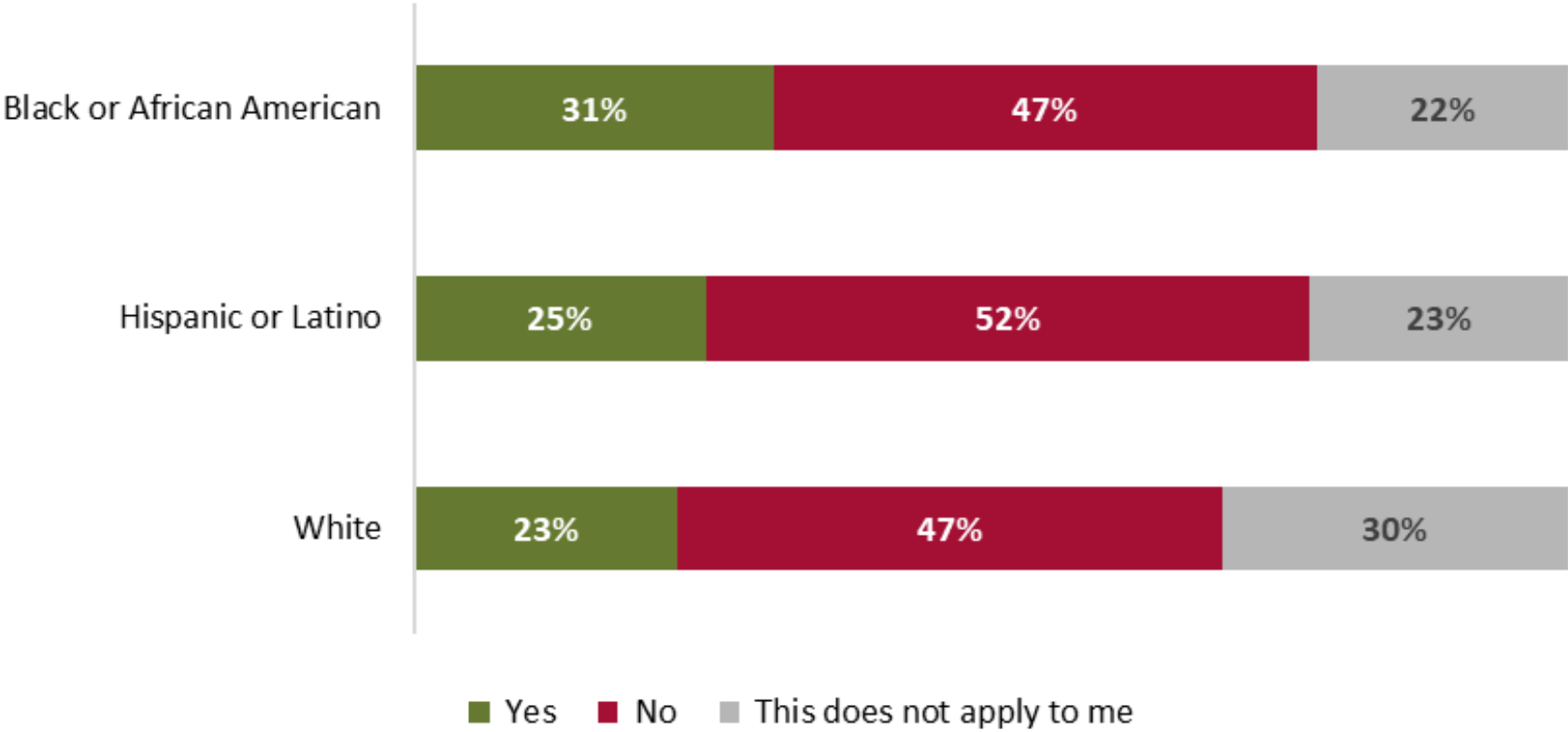


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E6: Has your company spoken with you to understand whether this is an issue for you?

Your care responsibilities

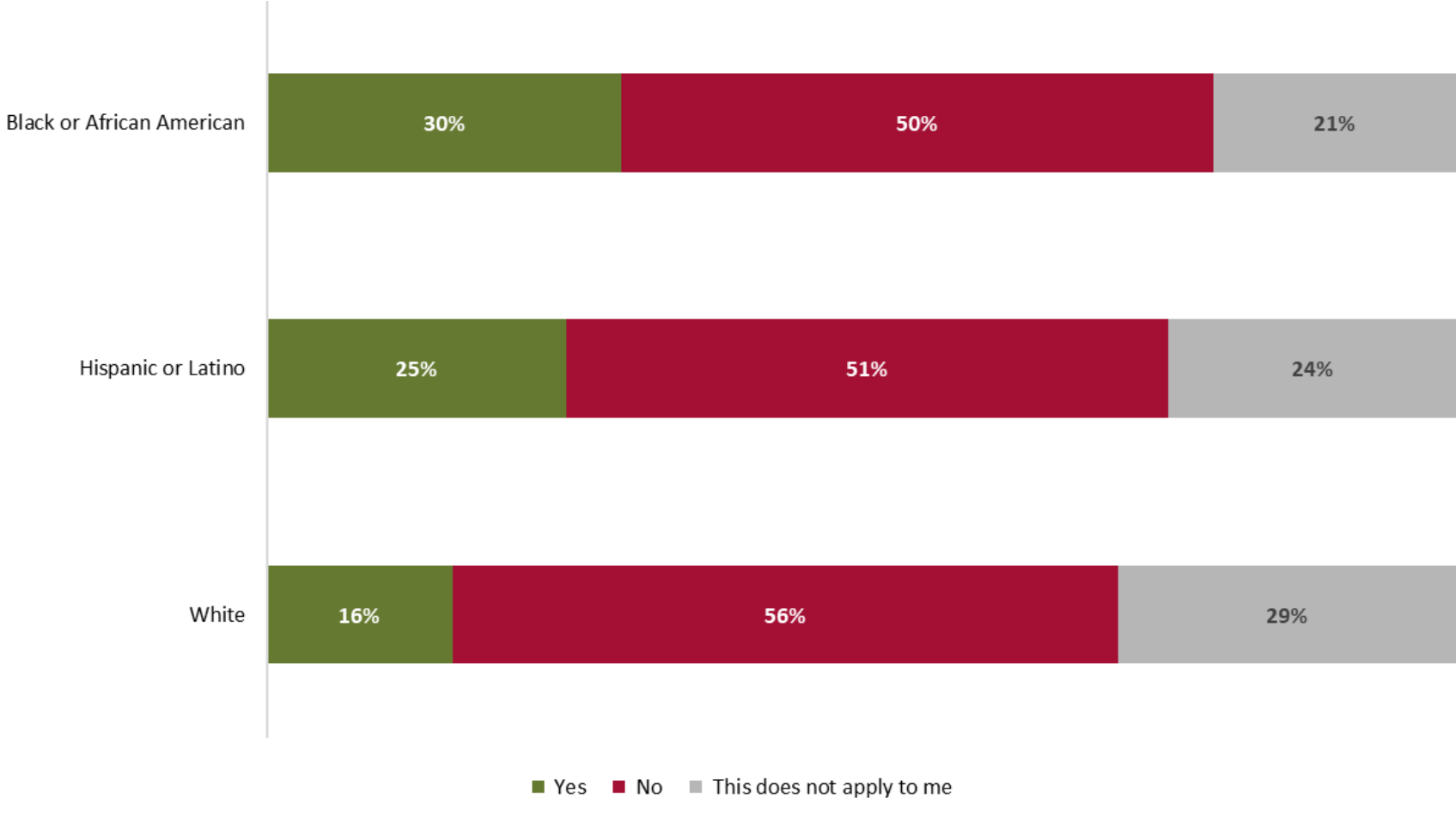


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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E6: Has your company spoken with you to understand whether this is an issue for you?

Your transportation needs

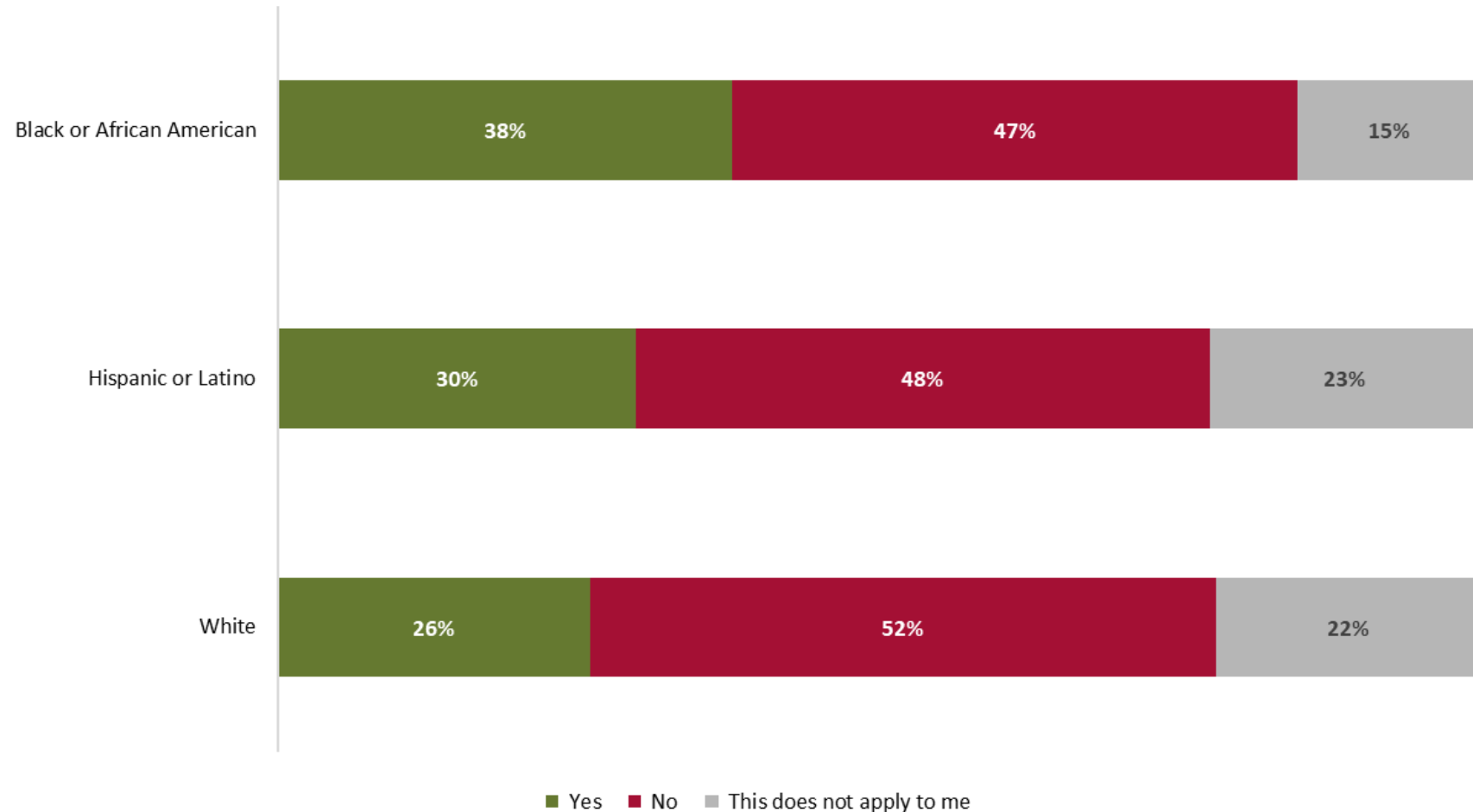


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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E6: Has your company spoken with you to understand whether this is an issue for you?

Your need for a particular skill or certification

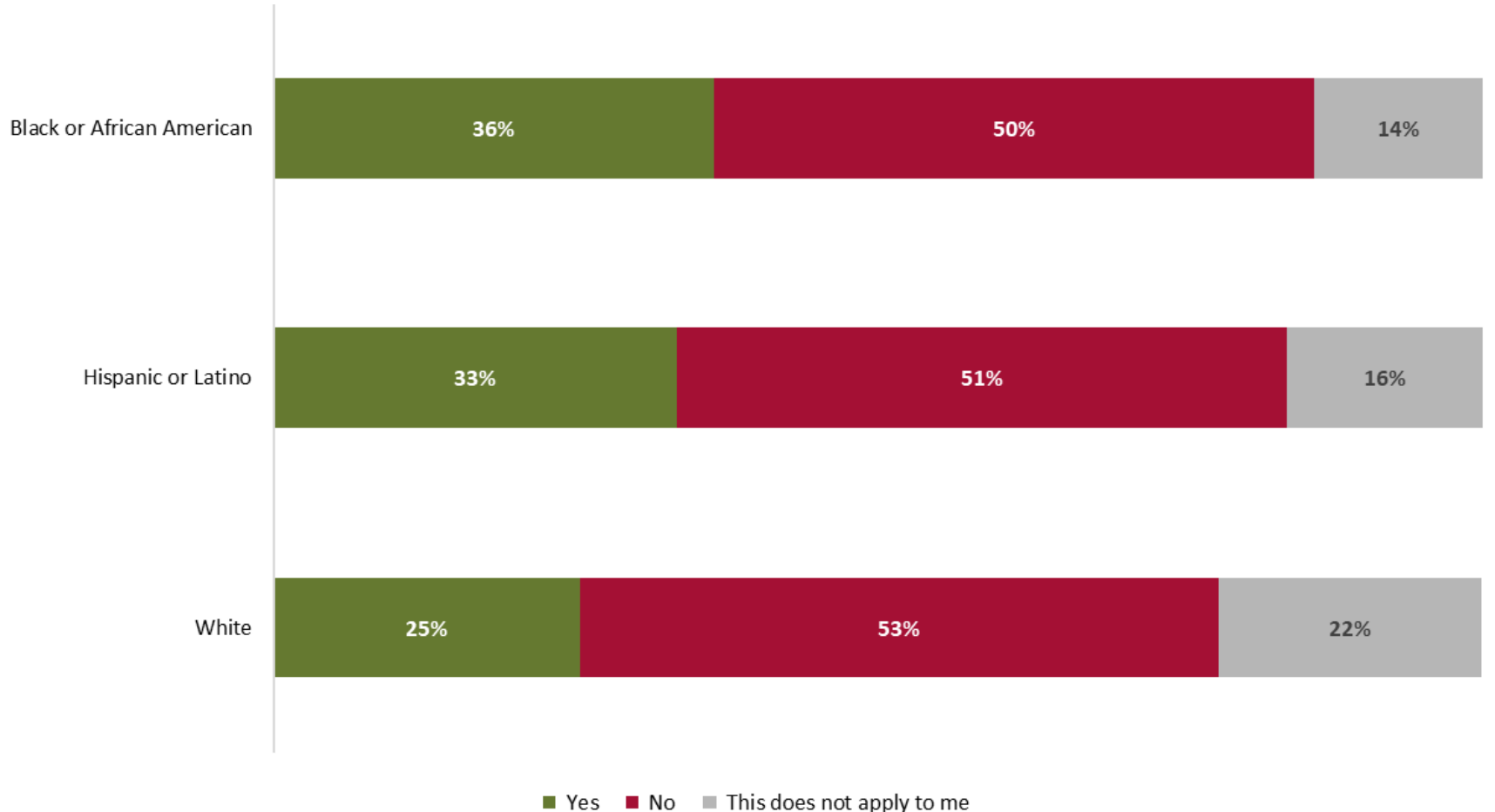


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?

Your need for more training

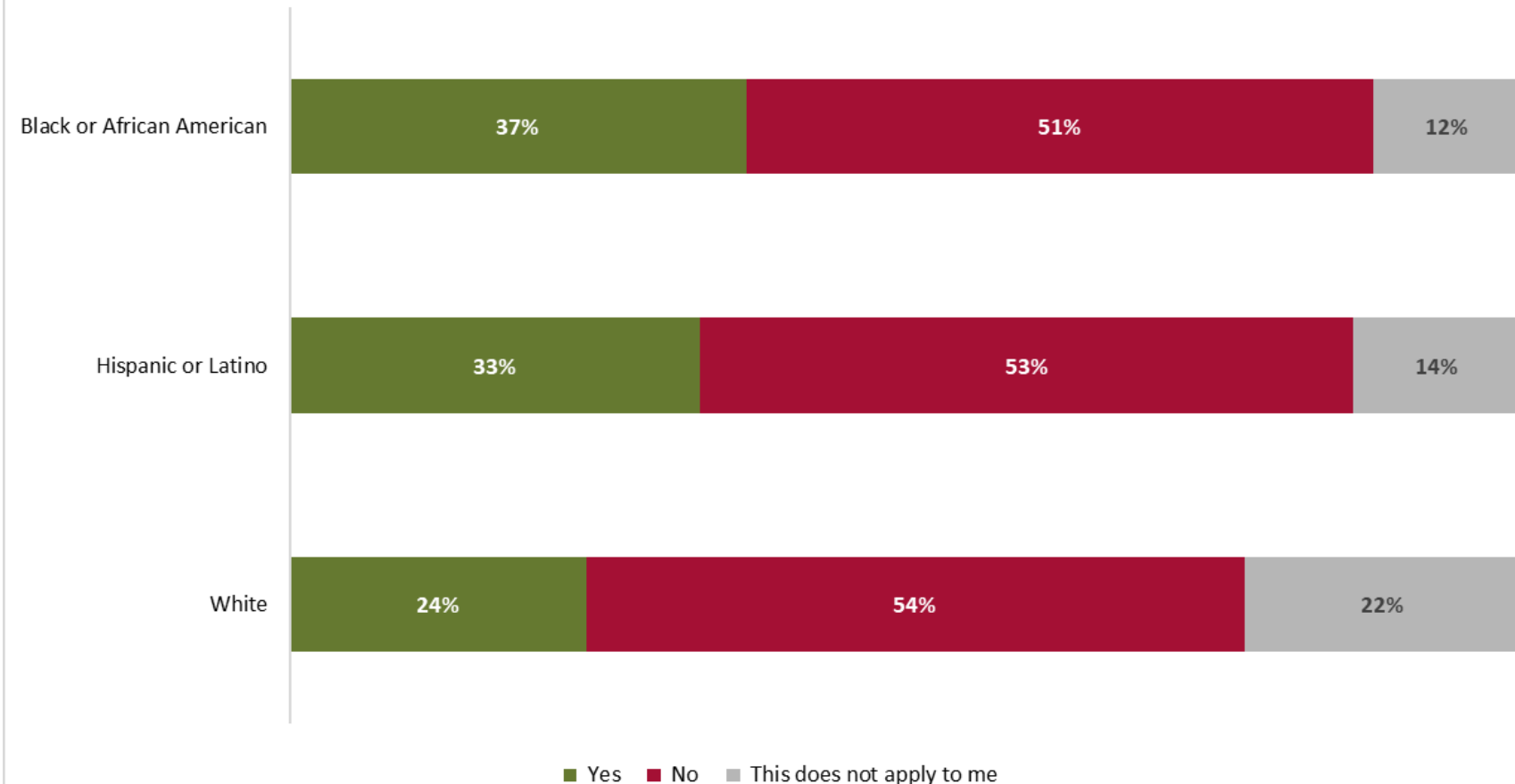


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?

Your need to develop skills like problem solving and leadership

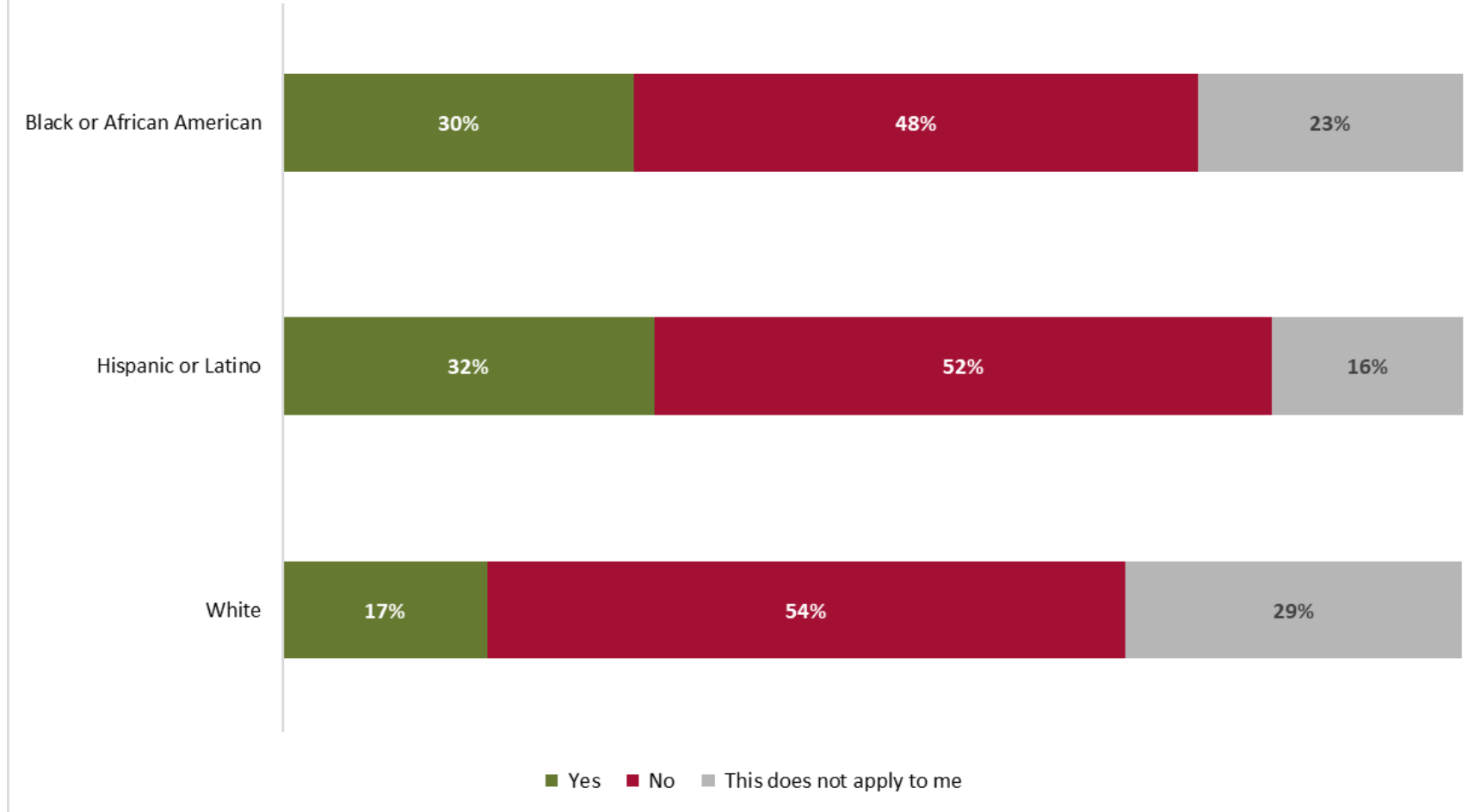


Section E

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E6: Has your company spoken with you to understand whether this is an issue for you?

Your language and communication skills

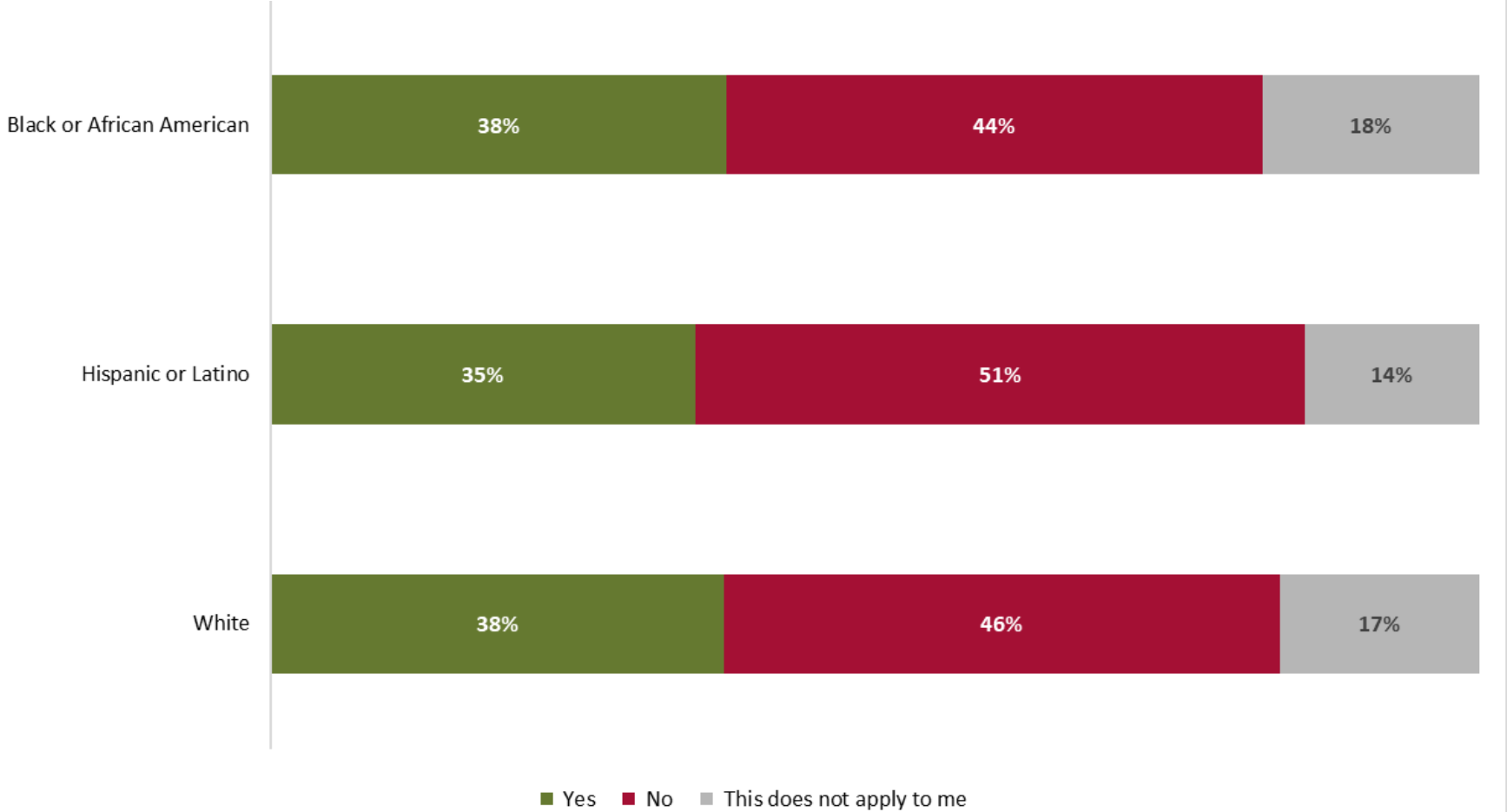


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?

Your scheduling concerns

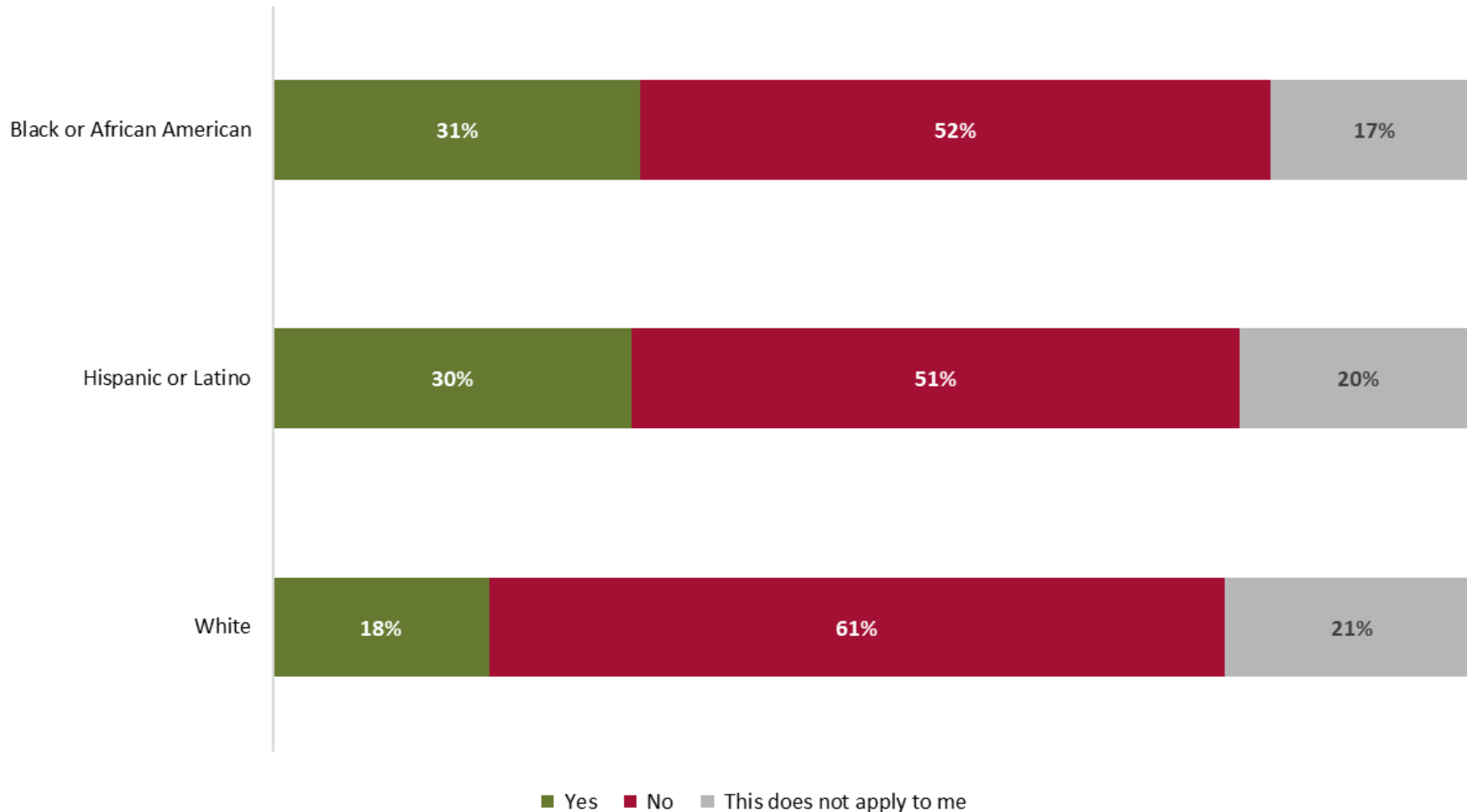


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?

Your household's financial circumstances

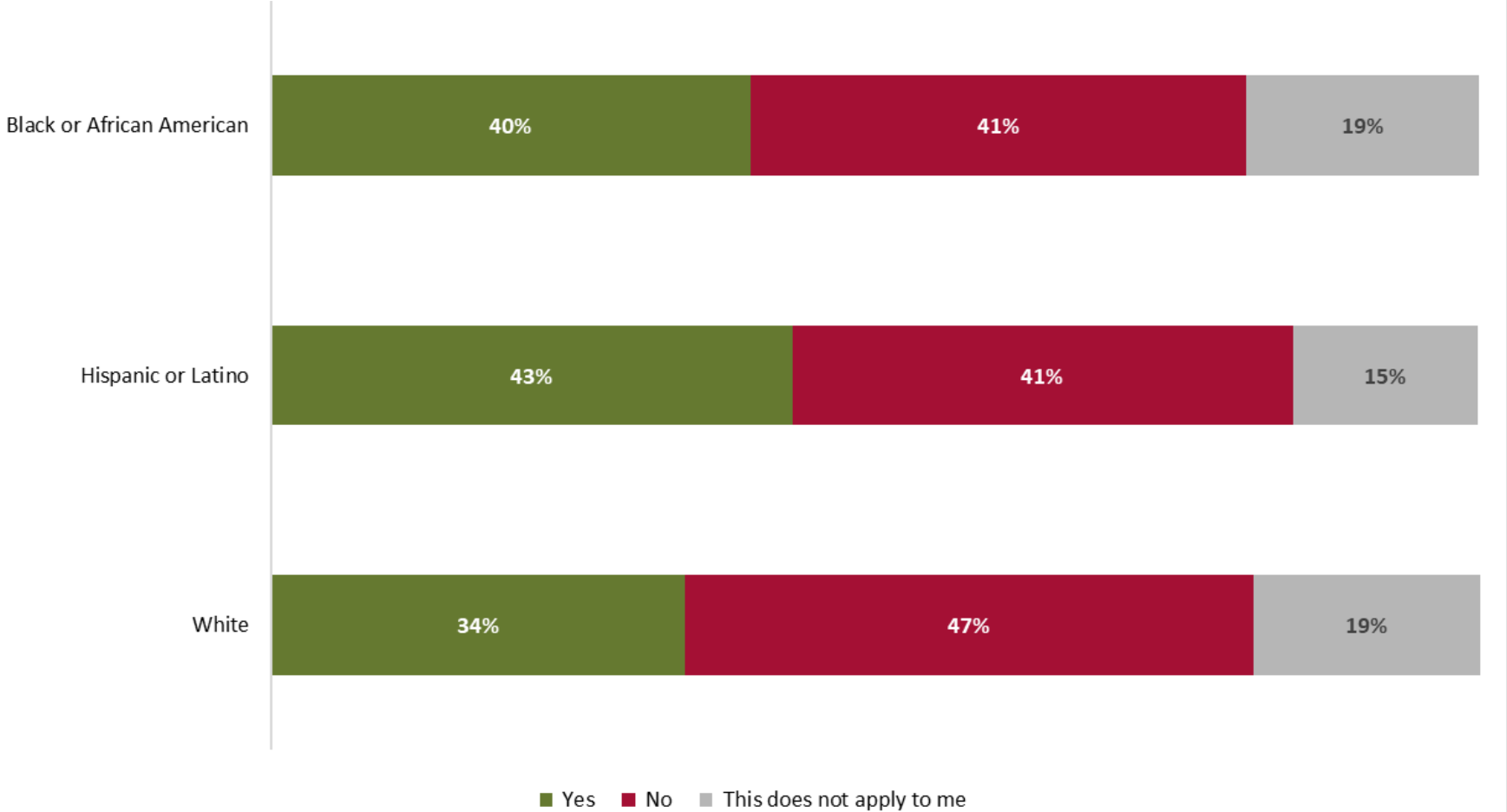


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?

Your need for flexible time off

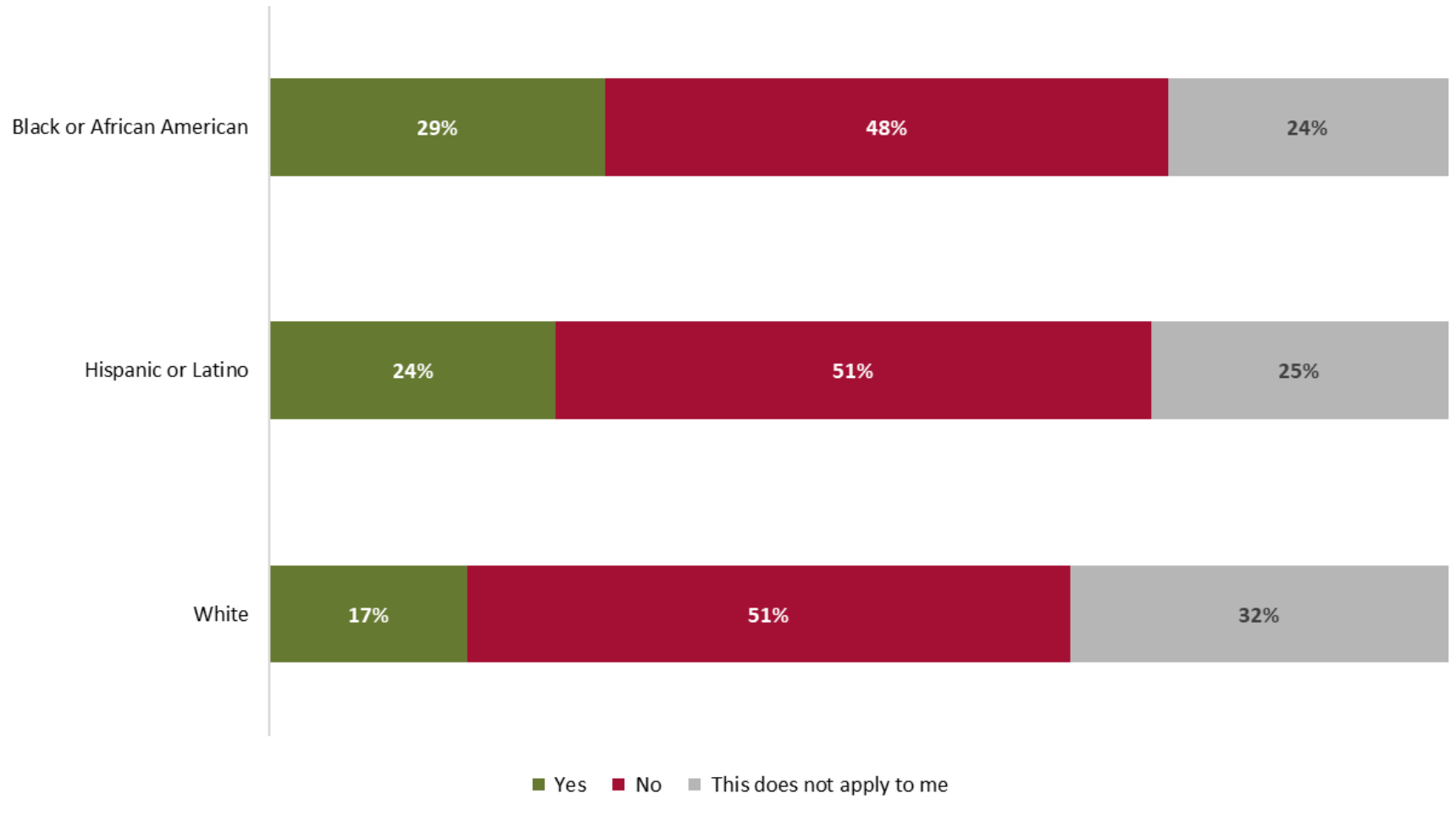


Section E

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E6: Has your company spoken with you to understand whether this is an issue for you?

Your access to safe shelter



Section F

Barriers

Only shown to those who did NOT achieve upward mobility in the last three years.

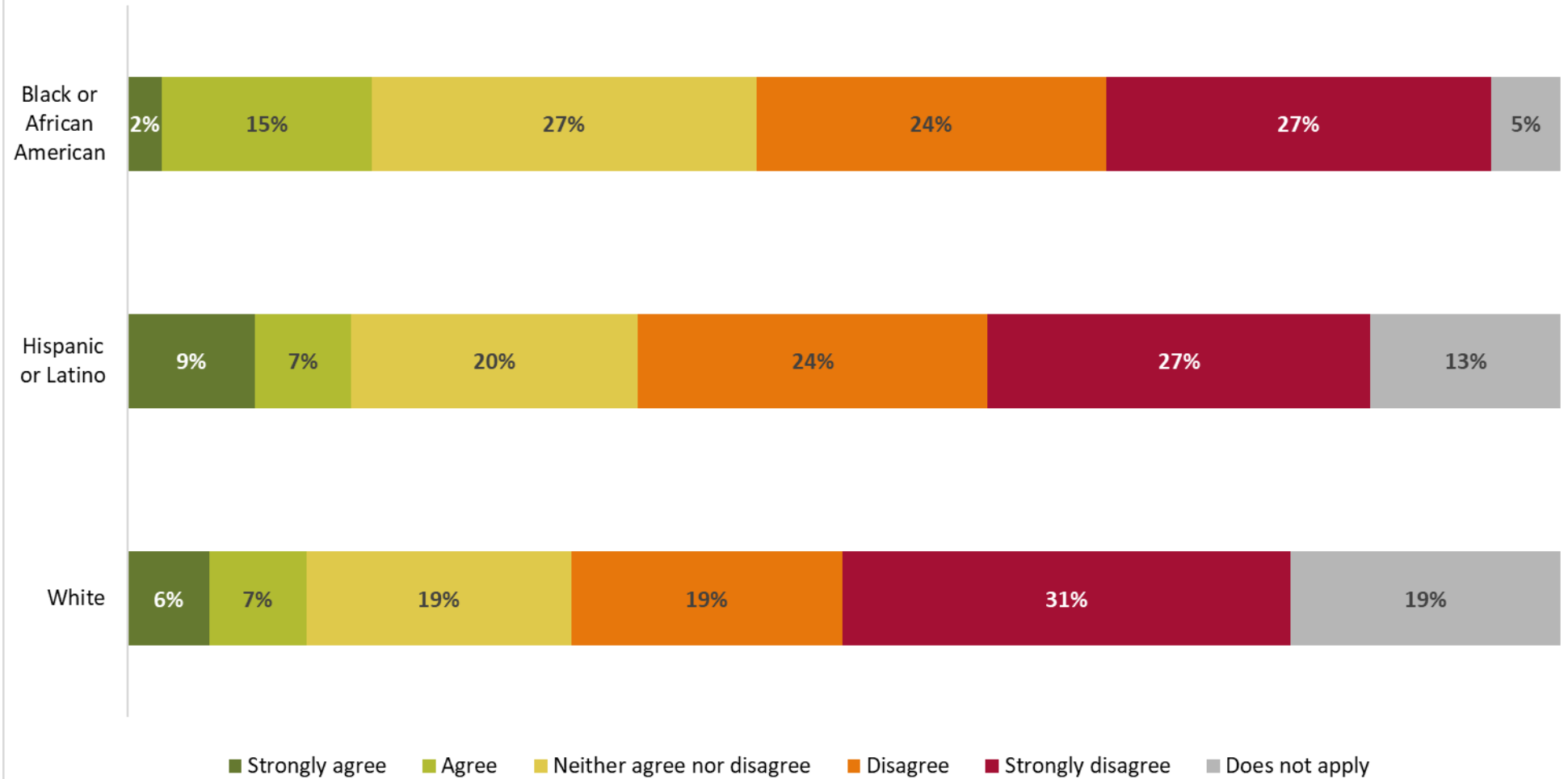
Black or African American: N = 41; Hispanic or Latino: N = 45; White: N = 281

Section F
Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

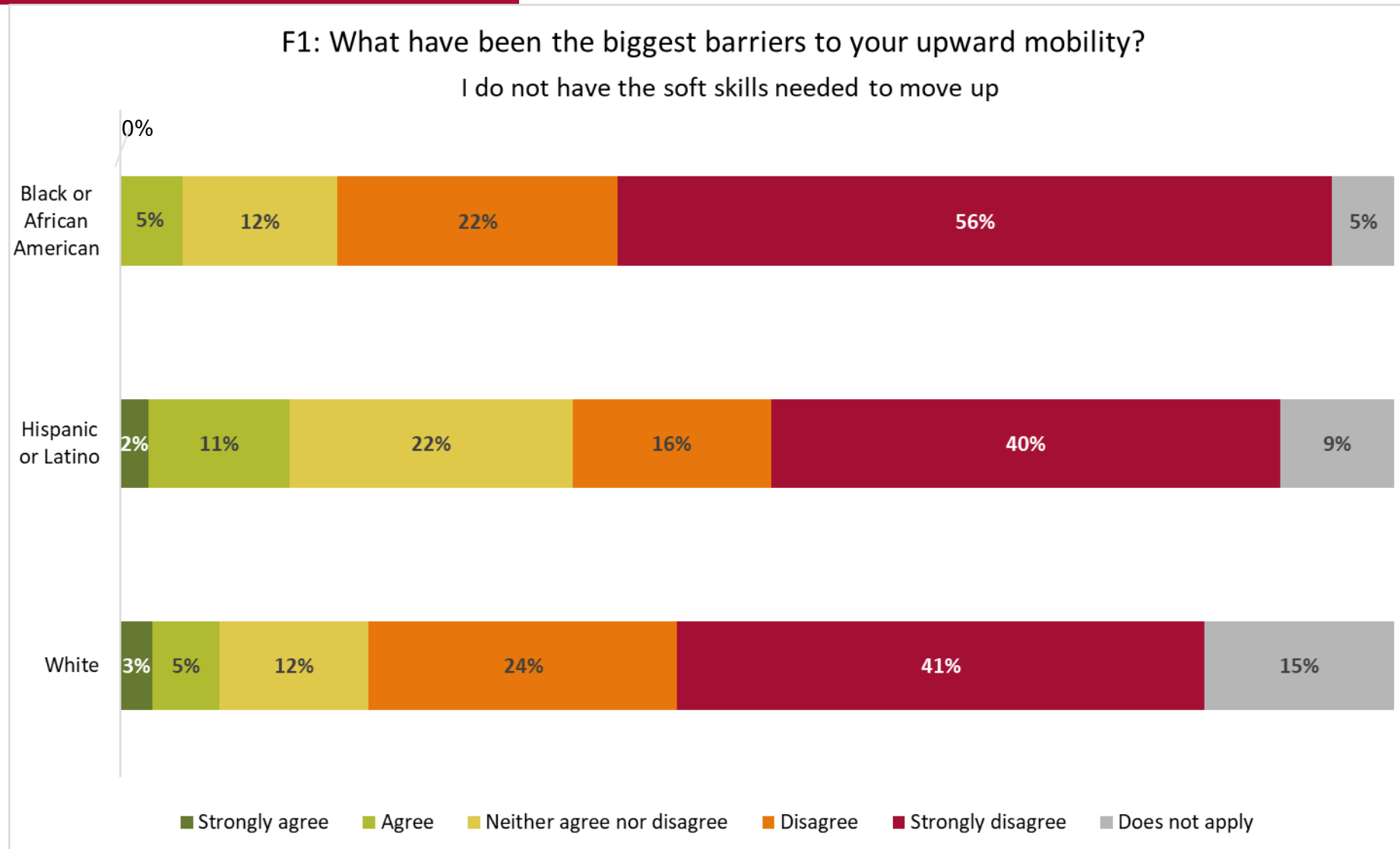
F1: What have been the biggest barriers to your upward mobility?

I can't stay in my job long enough to move up



Section F *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

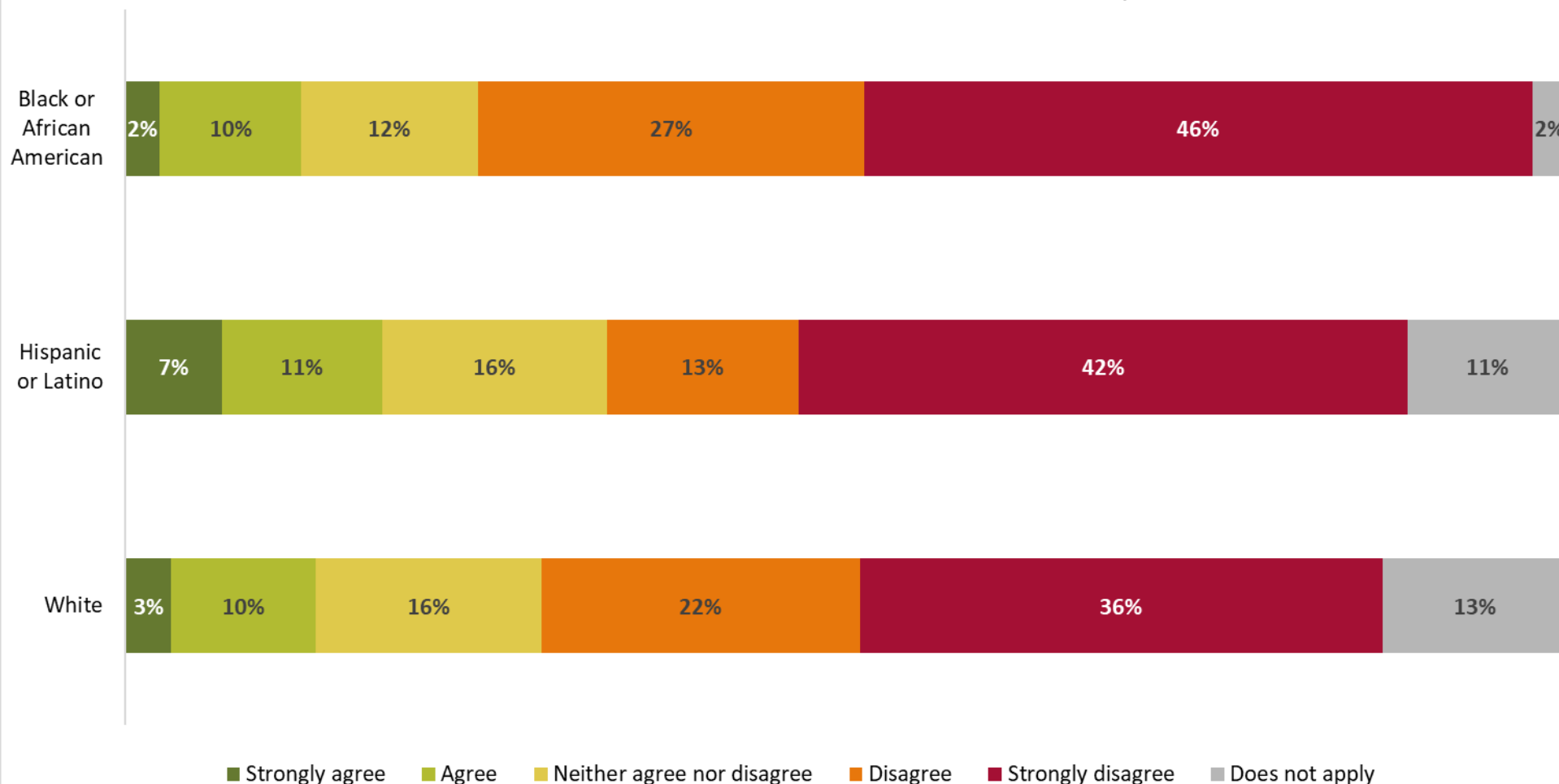


Section F *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

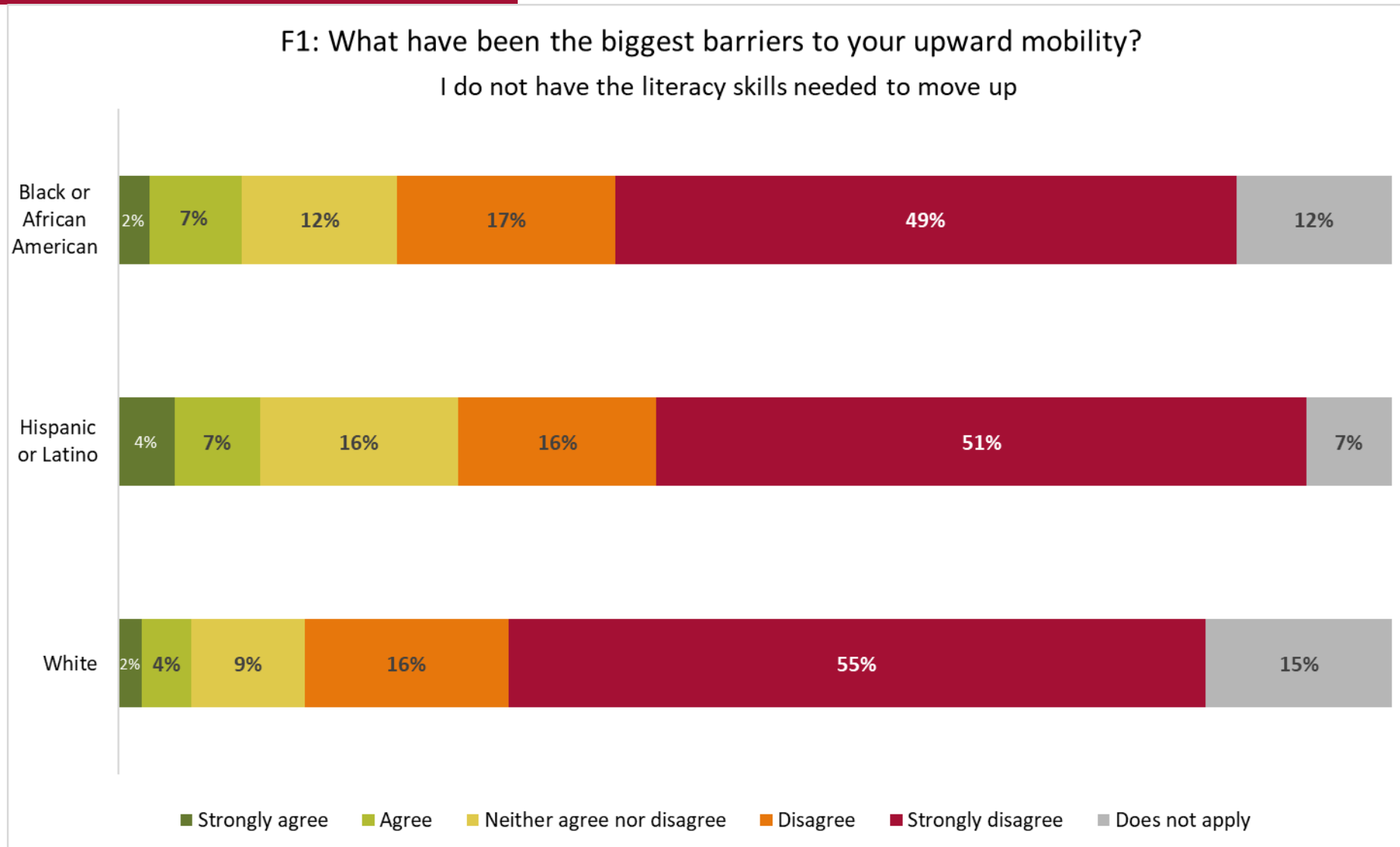
F1: What have been the biggest barriers to your upward mobility?

I do not have the technical skills needed to move up



Section F *Education and skills*

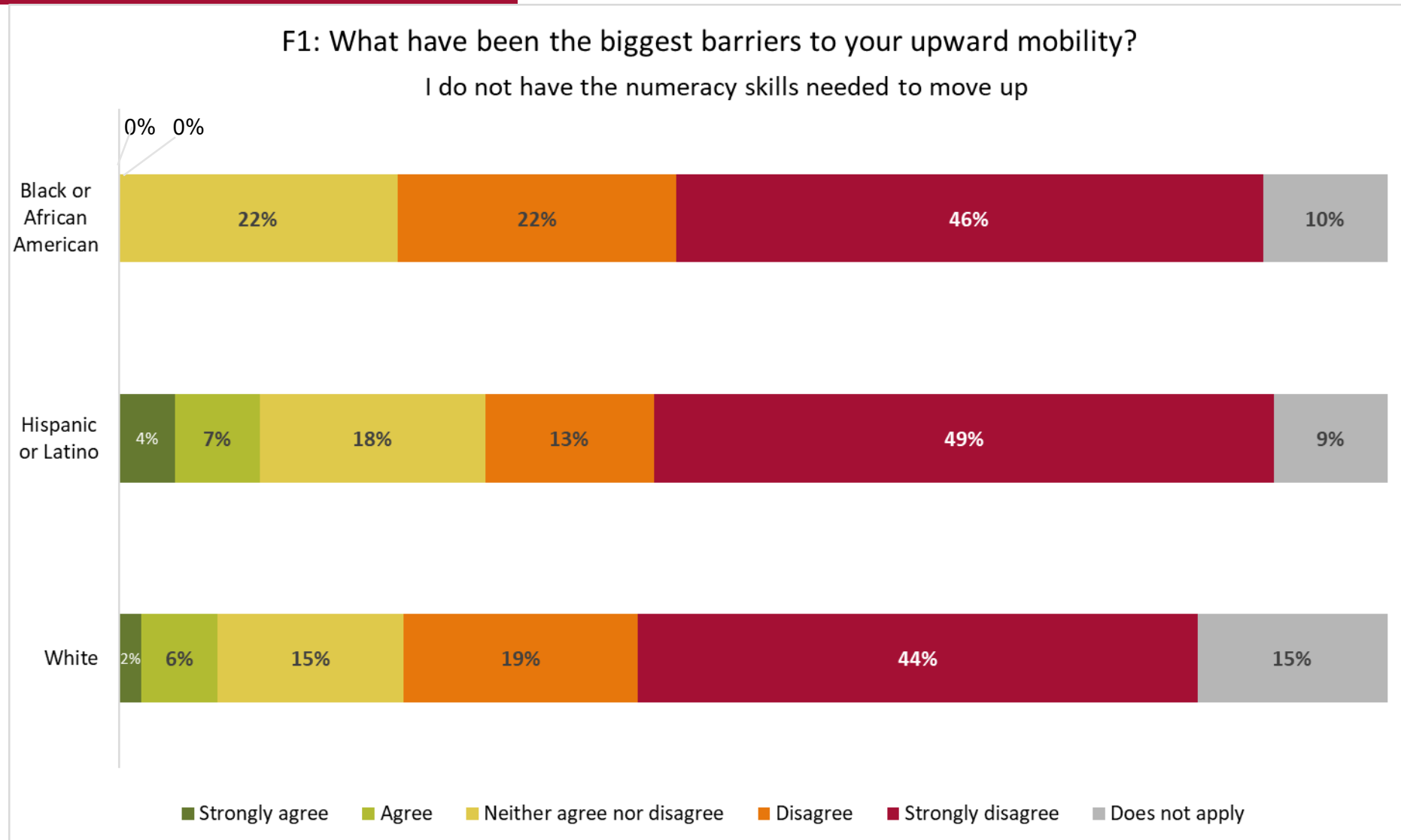
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

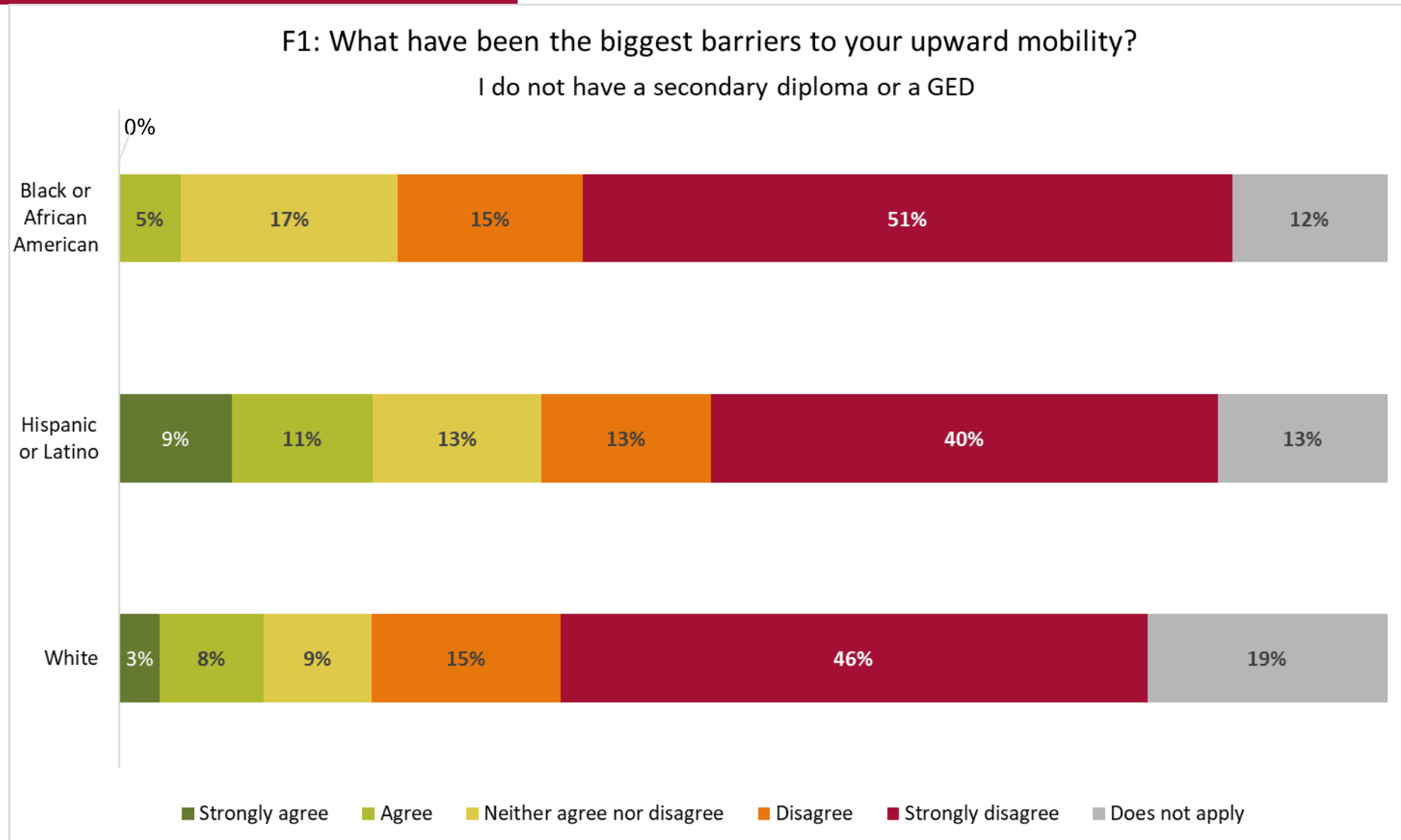
Education and skills

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



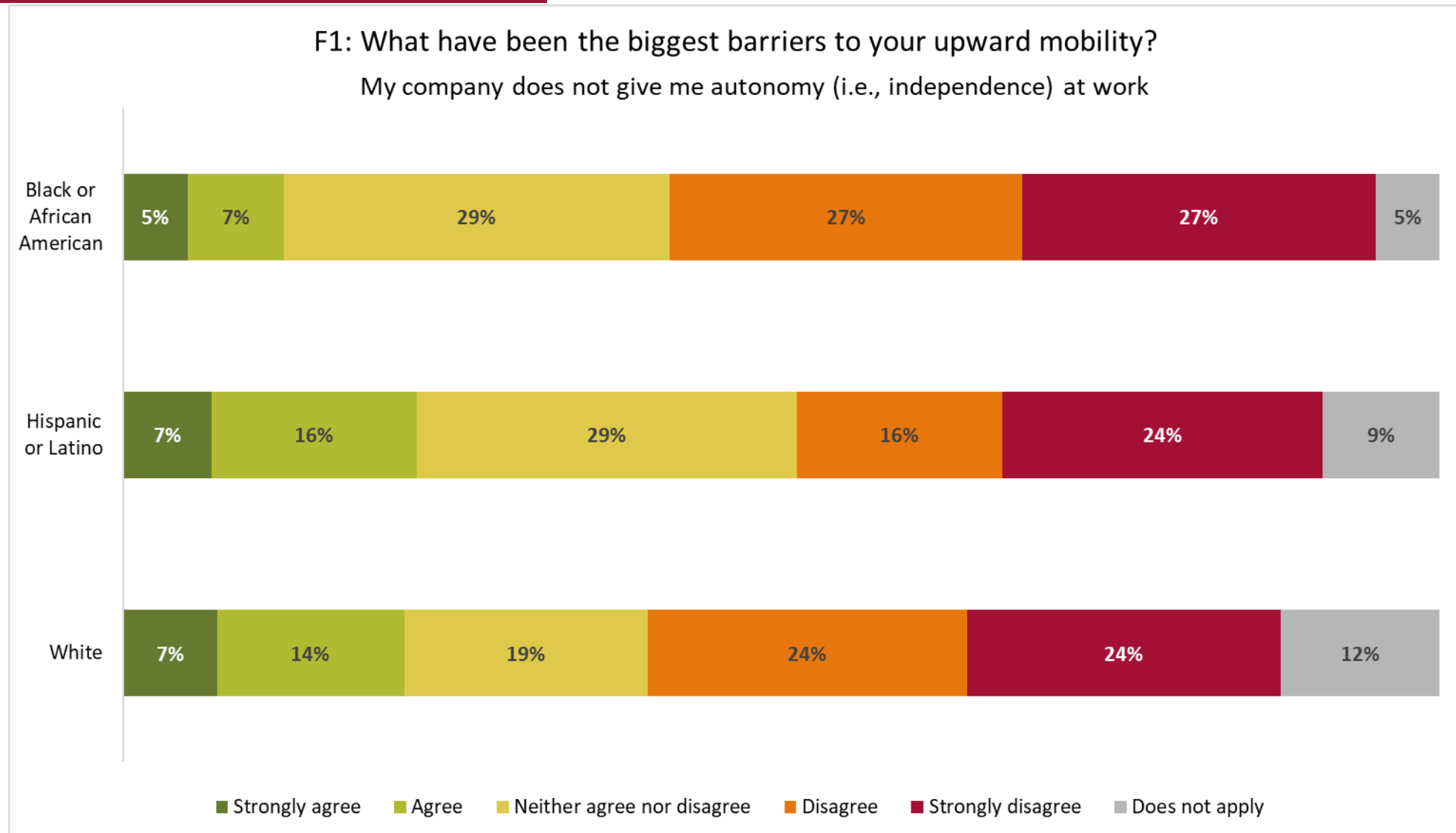
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Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



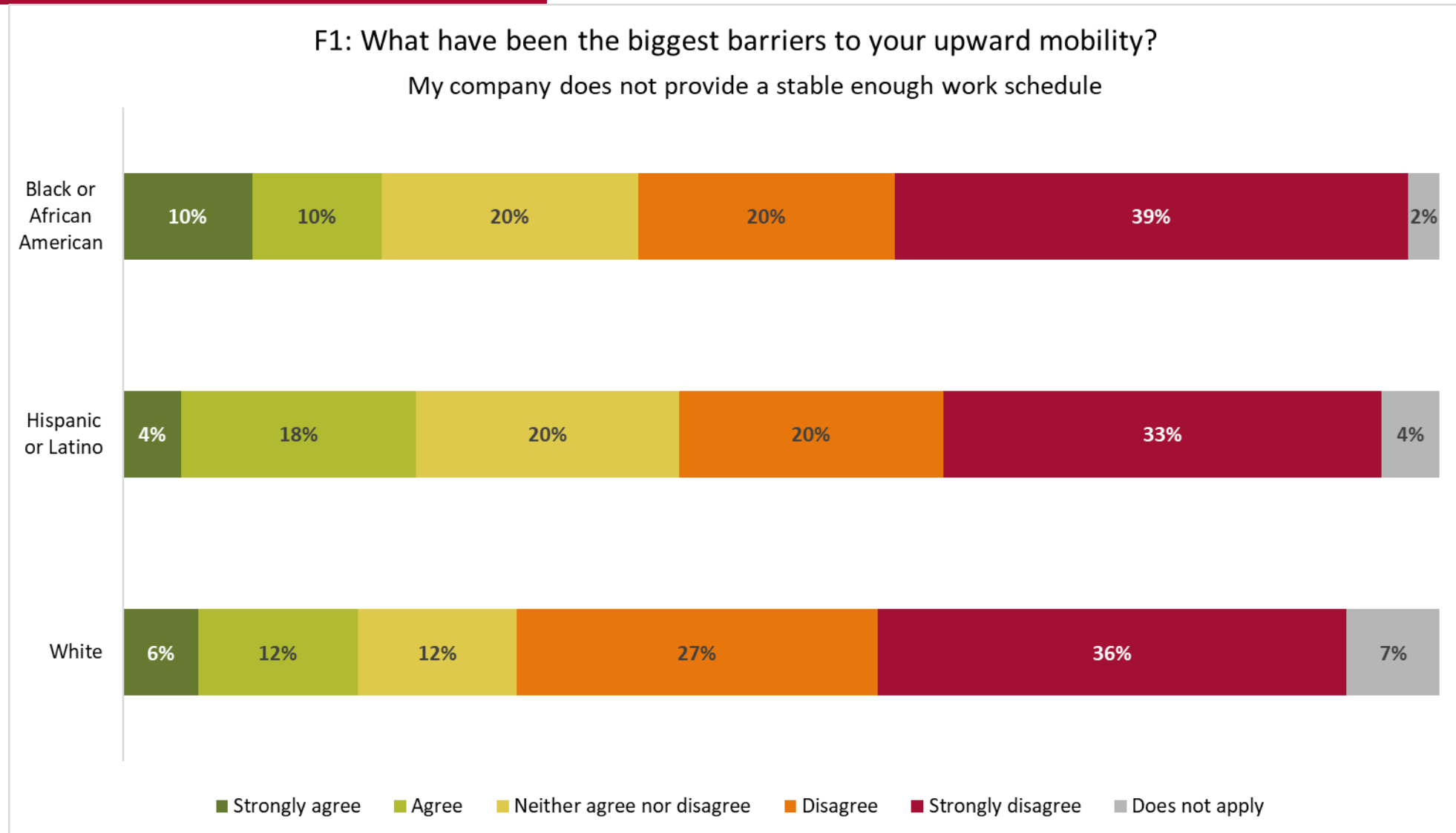
Section F *Job structure*

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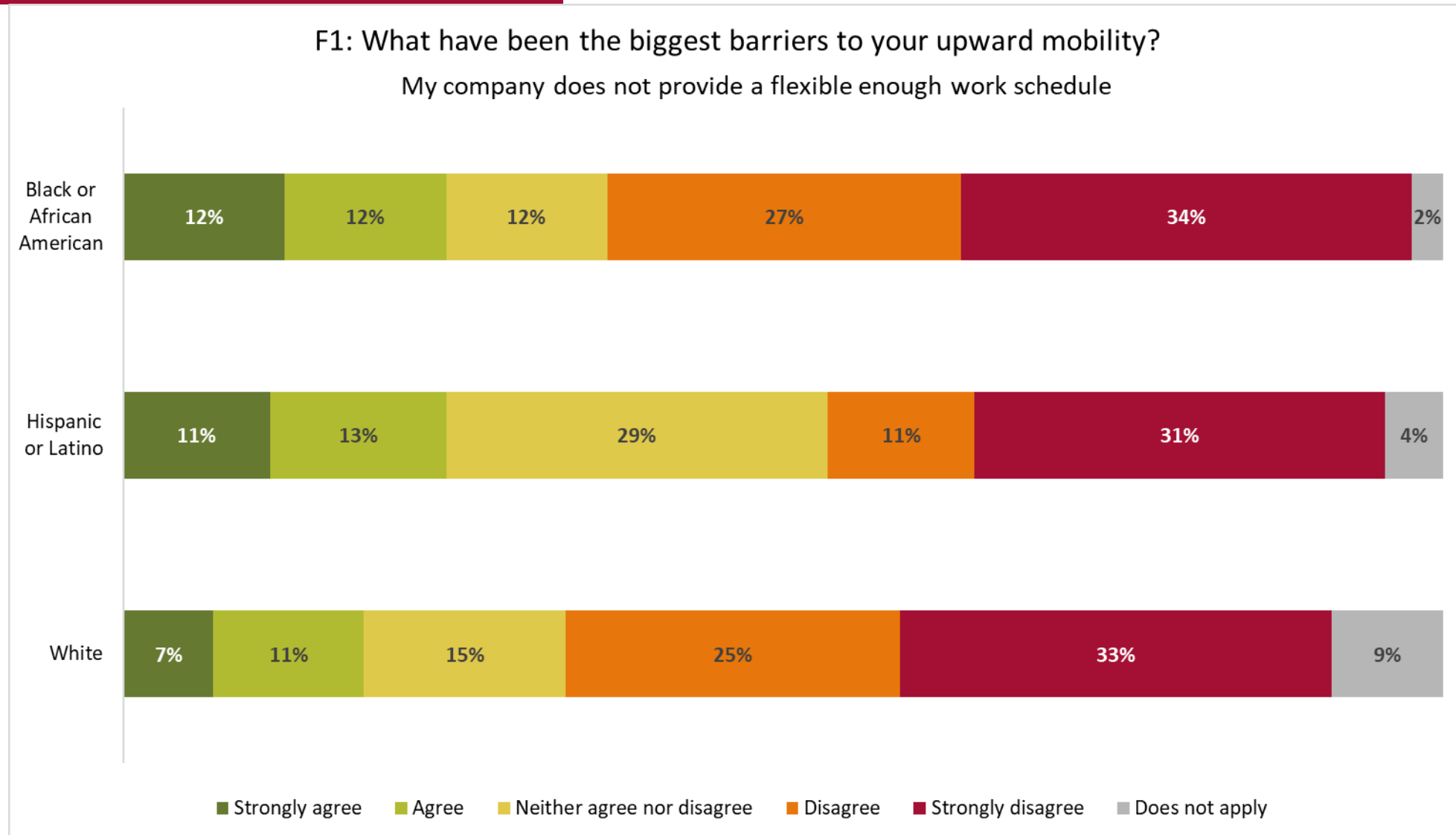
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Section F *Job structure*

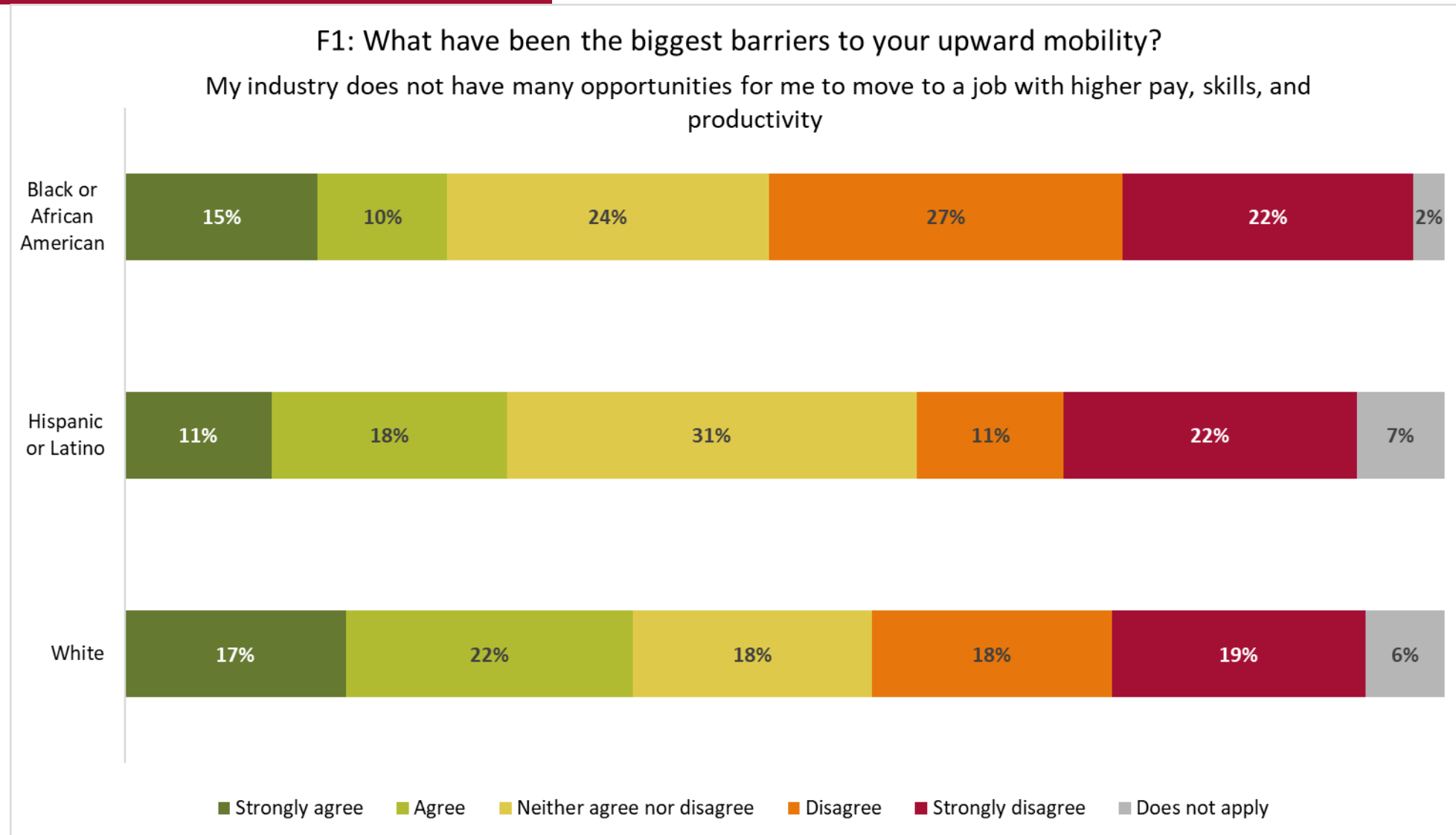
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Company and industry opportunities

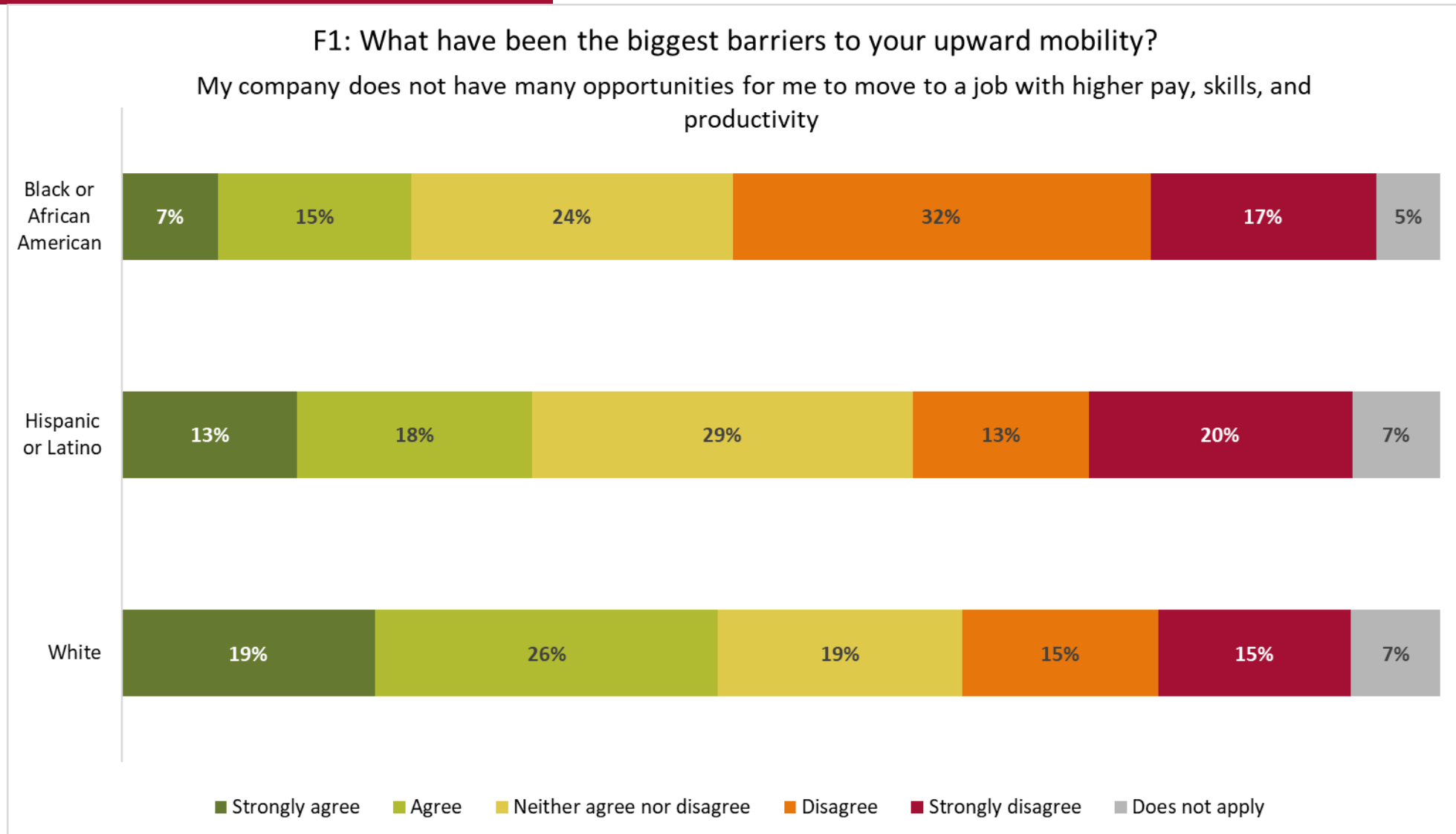
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

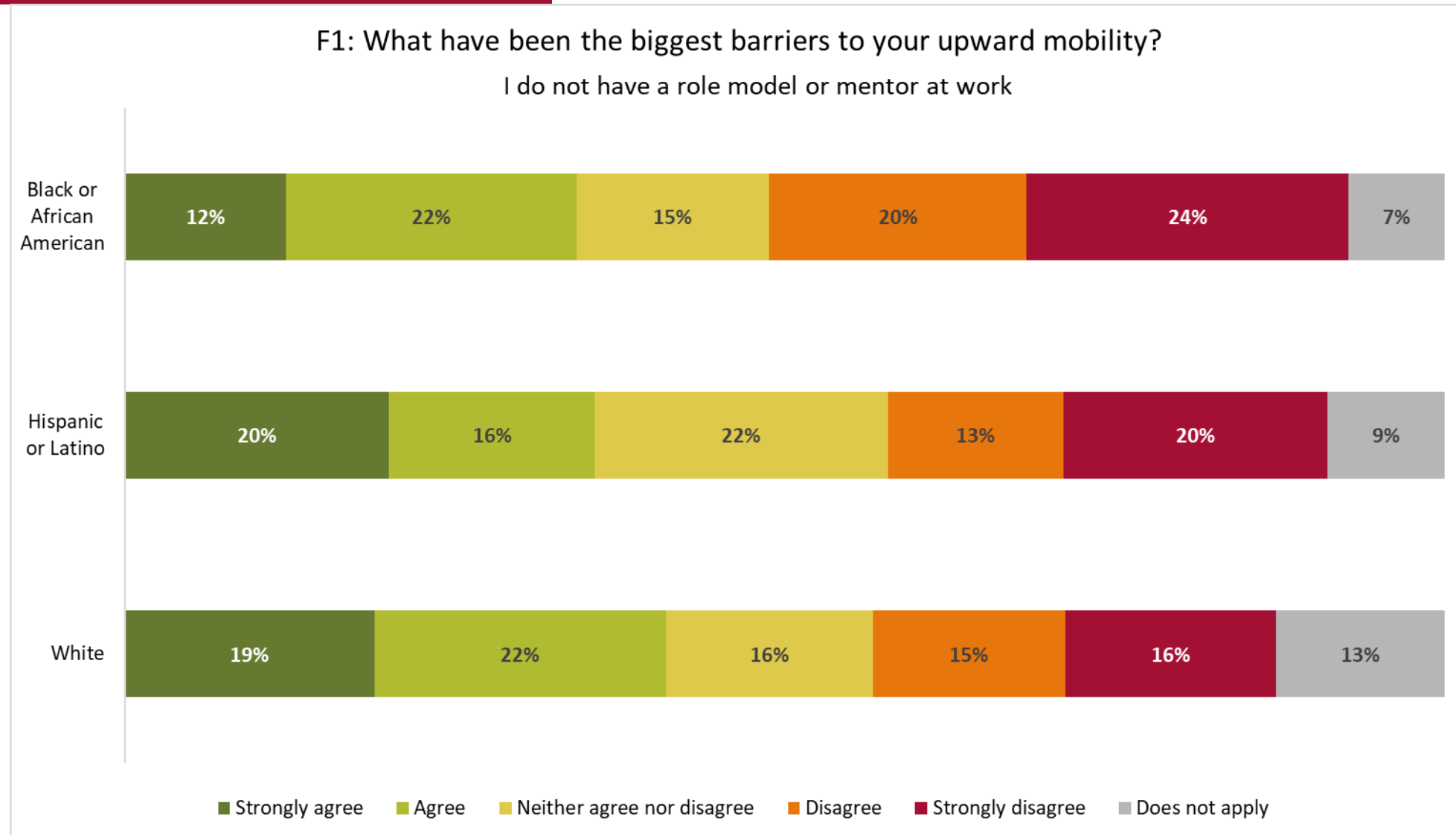
Company and industry opportunities

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



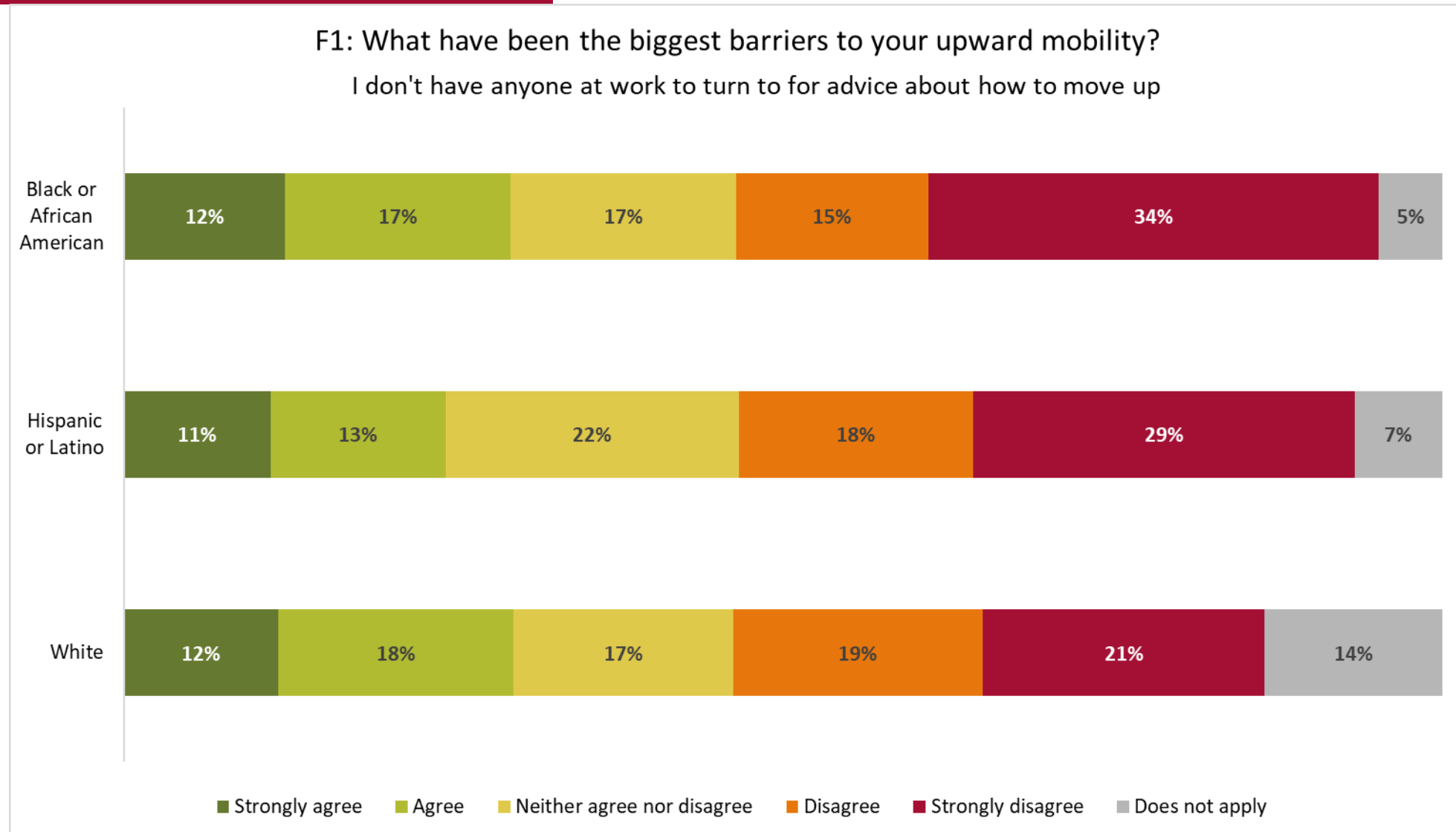
Section F Mentorship

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



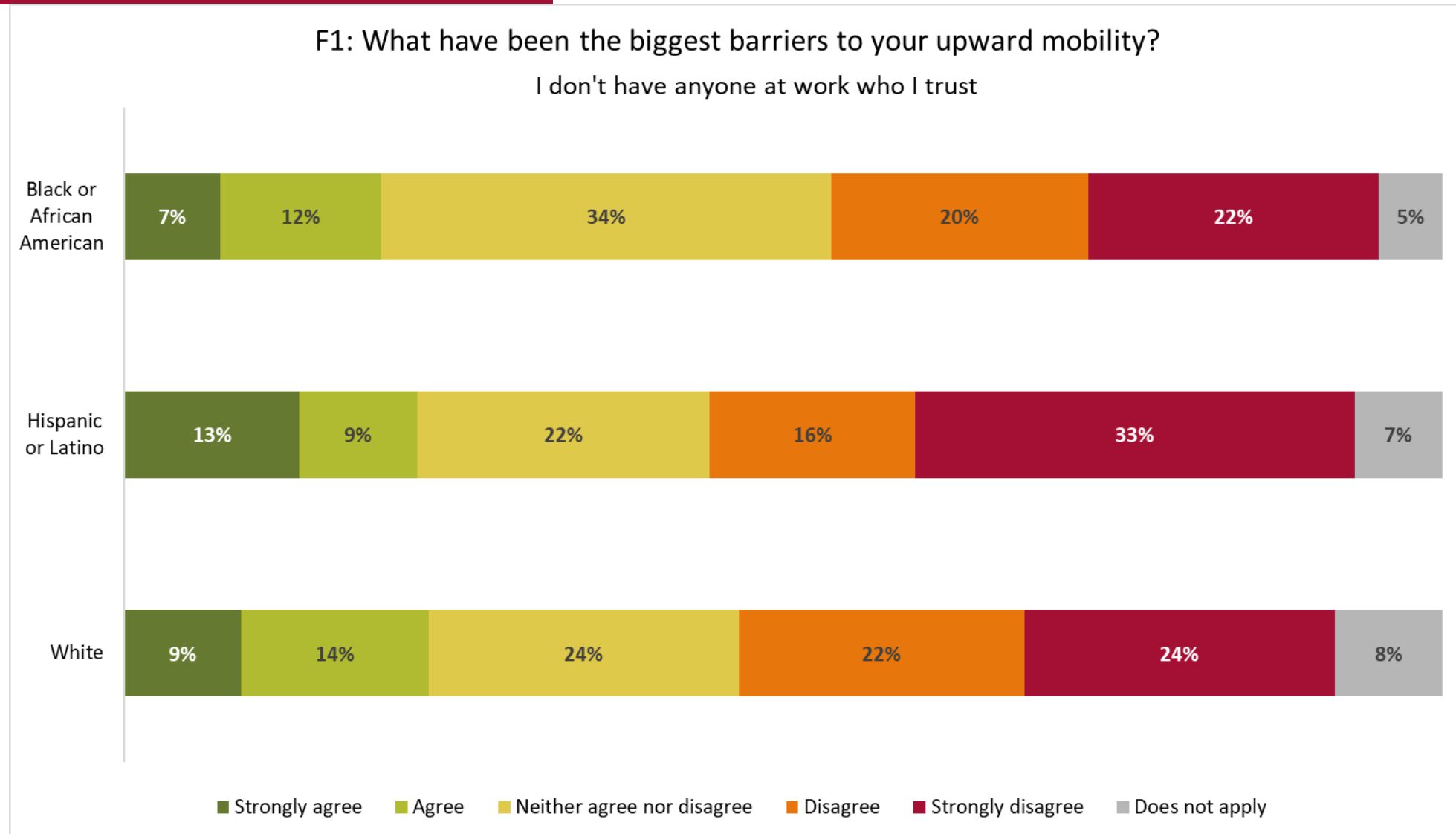
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Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



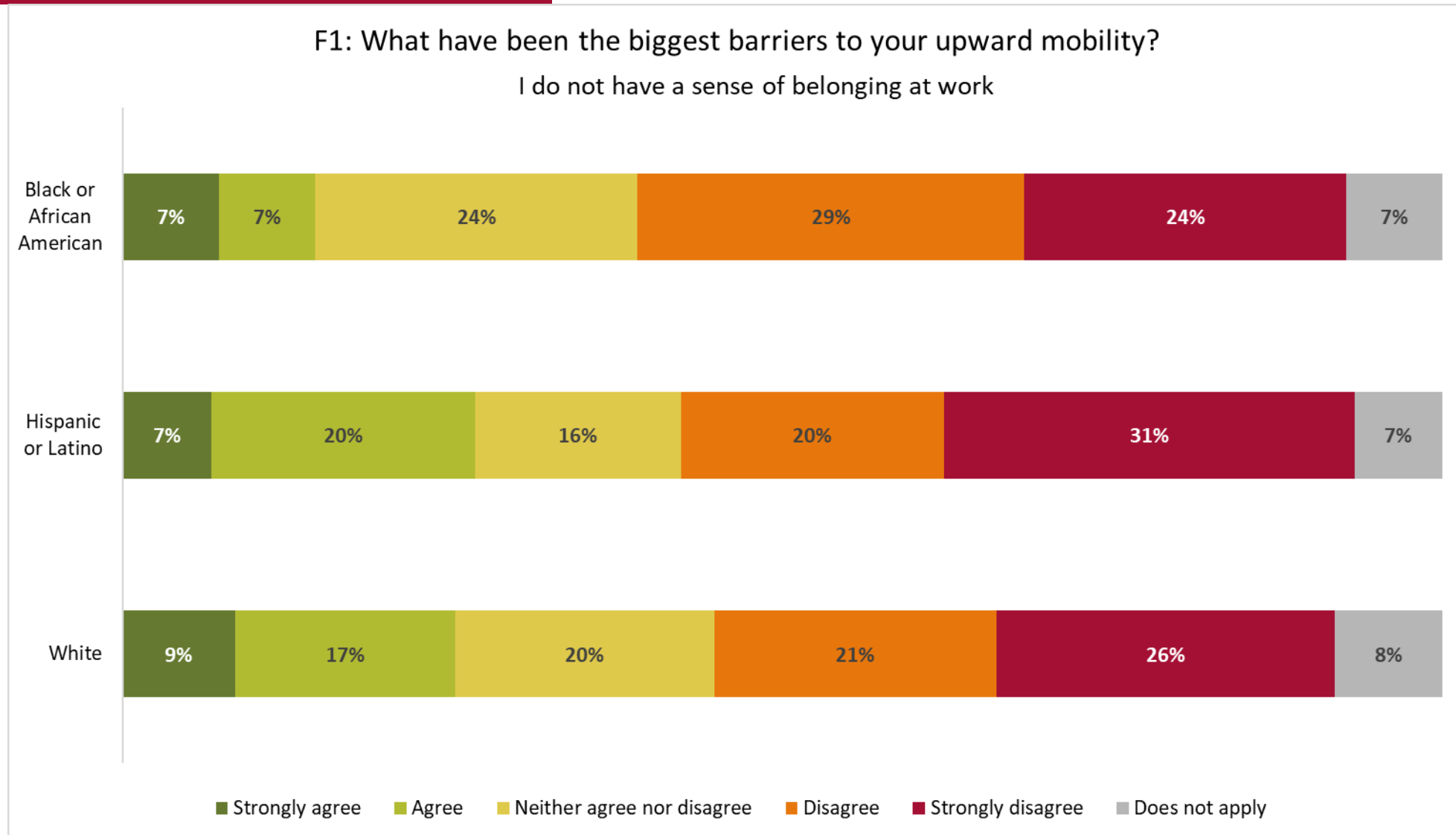
Section F Mentorship

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



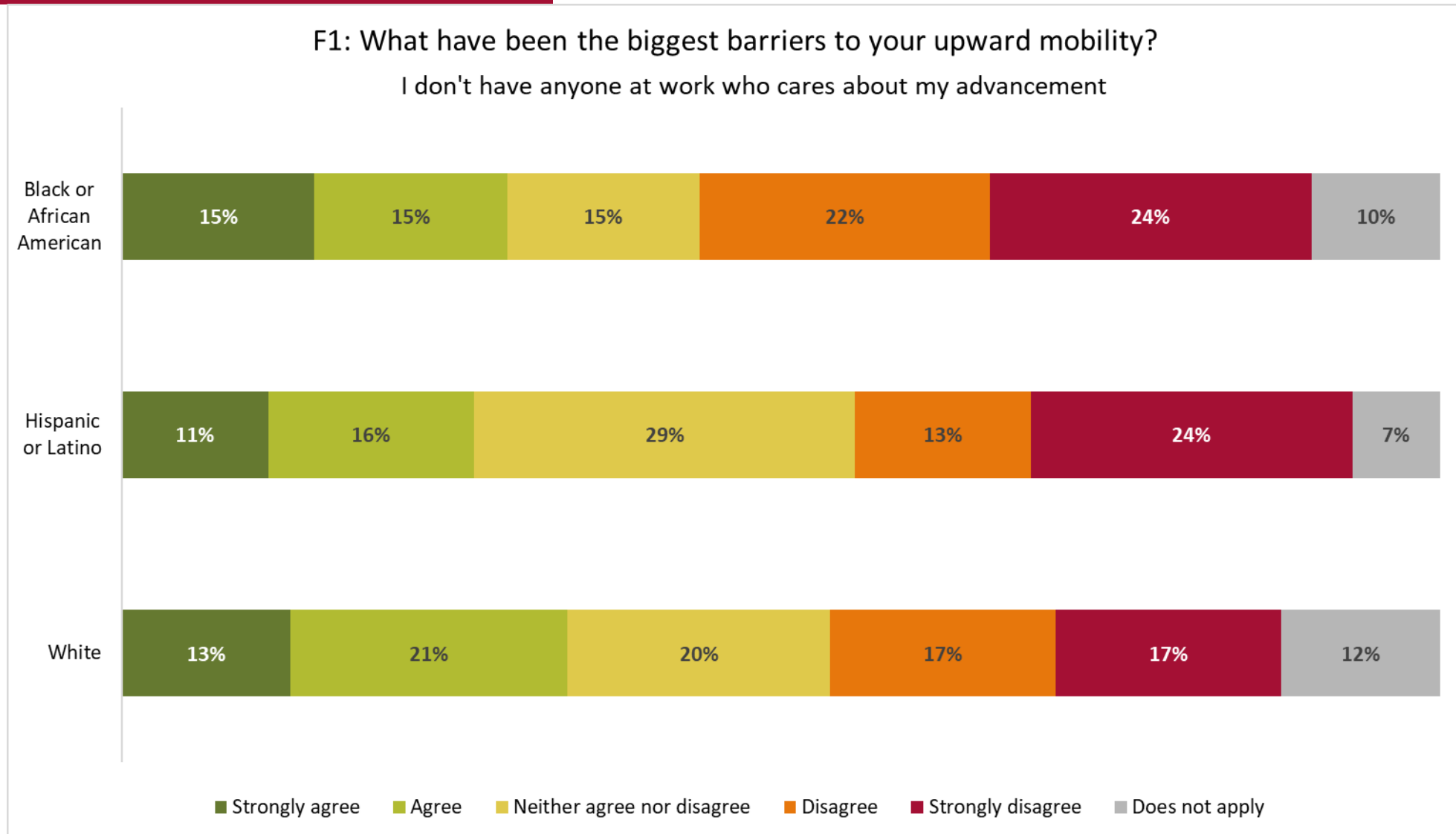
Section F Mentorship

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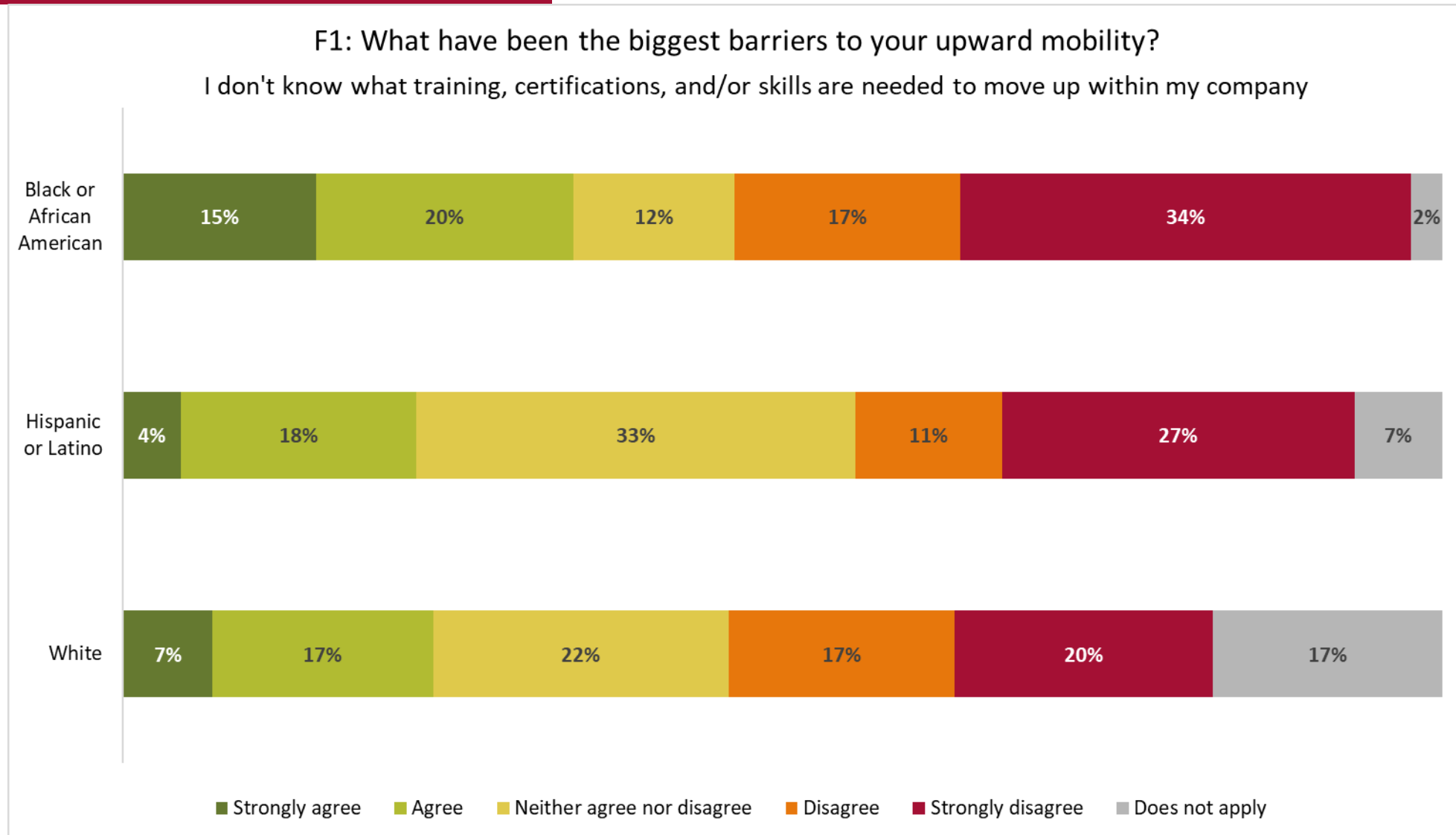
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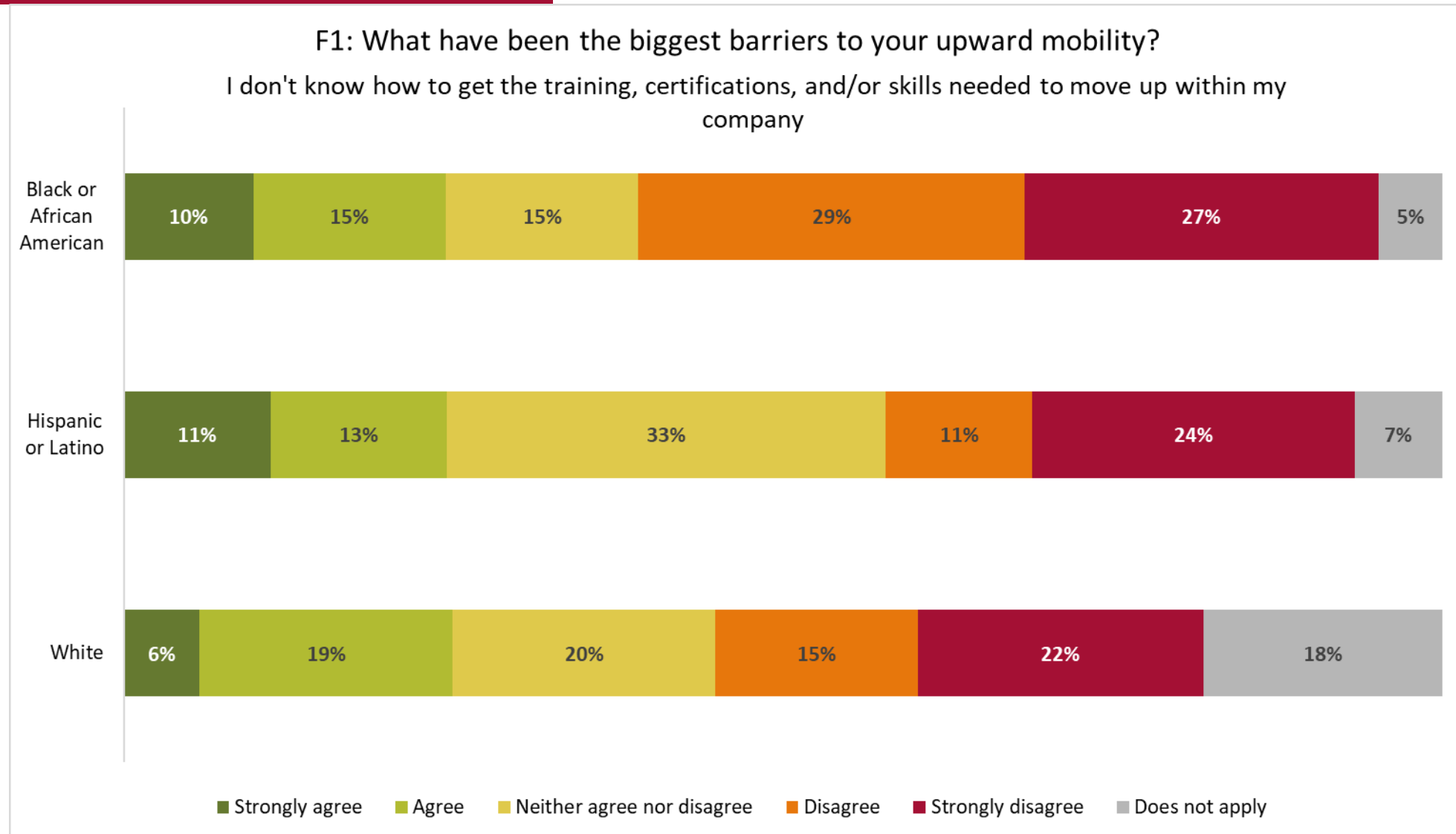
Section F *Career pathways*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



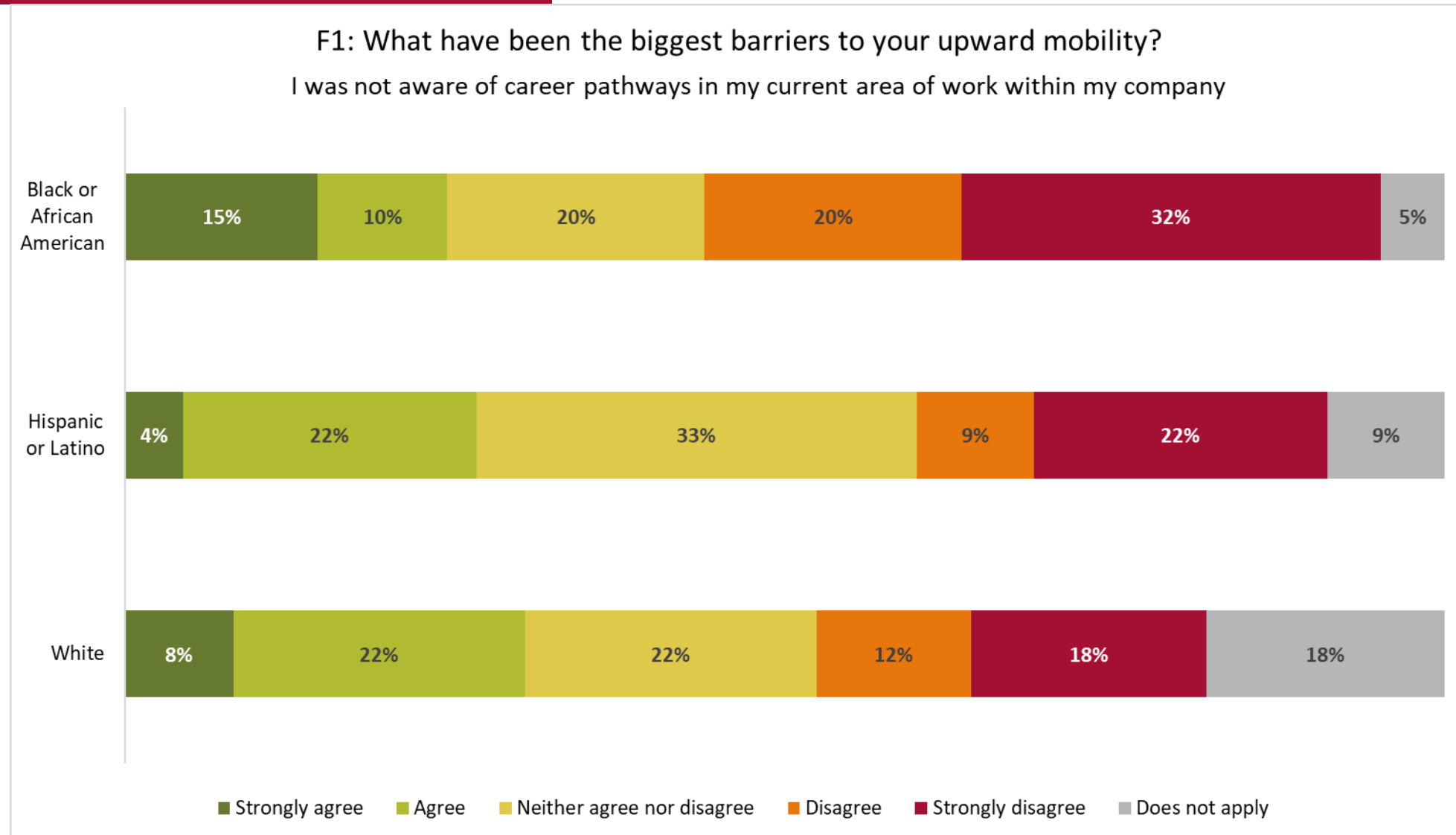
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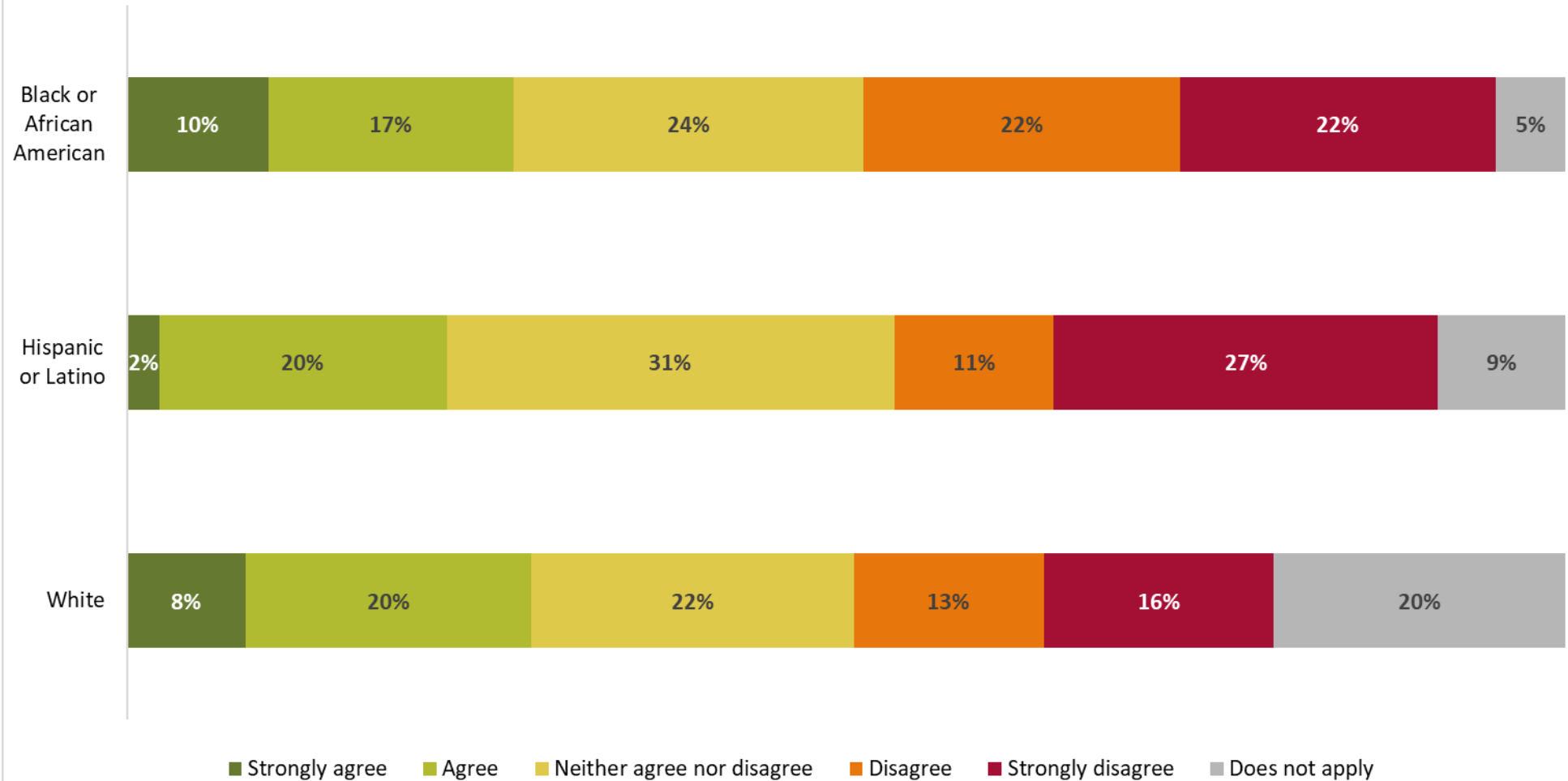


Section F *Career pathways*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

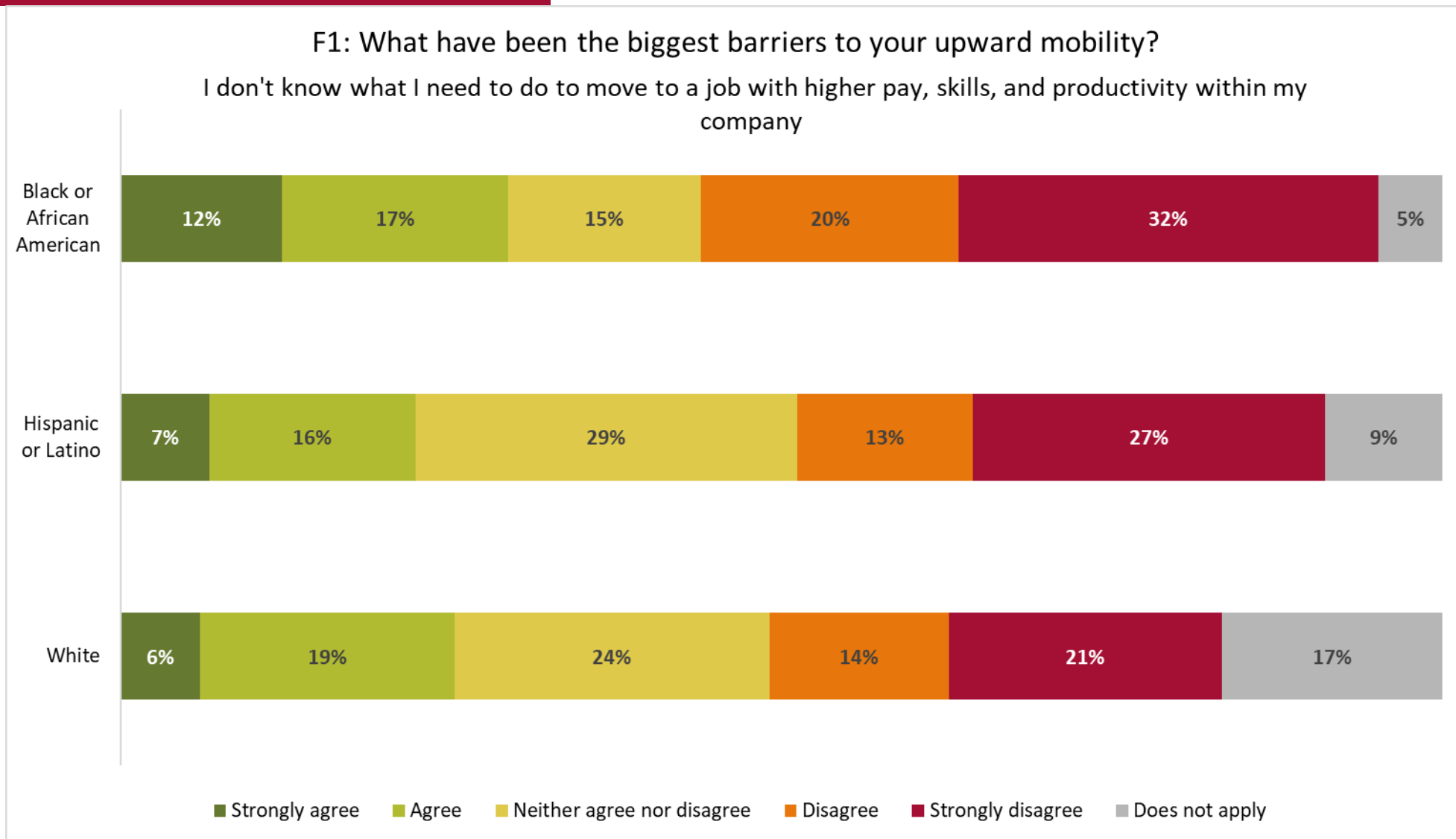
F1: What have been the biggest barriers to your upward mobility?

I was not aware of career pathways outside of my current area of work within my company



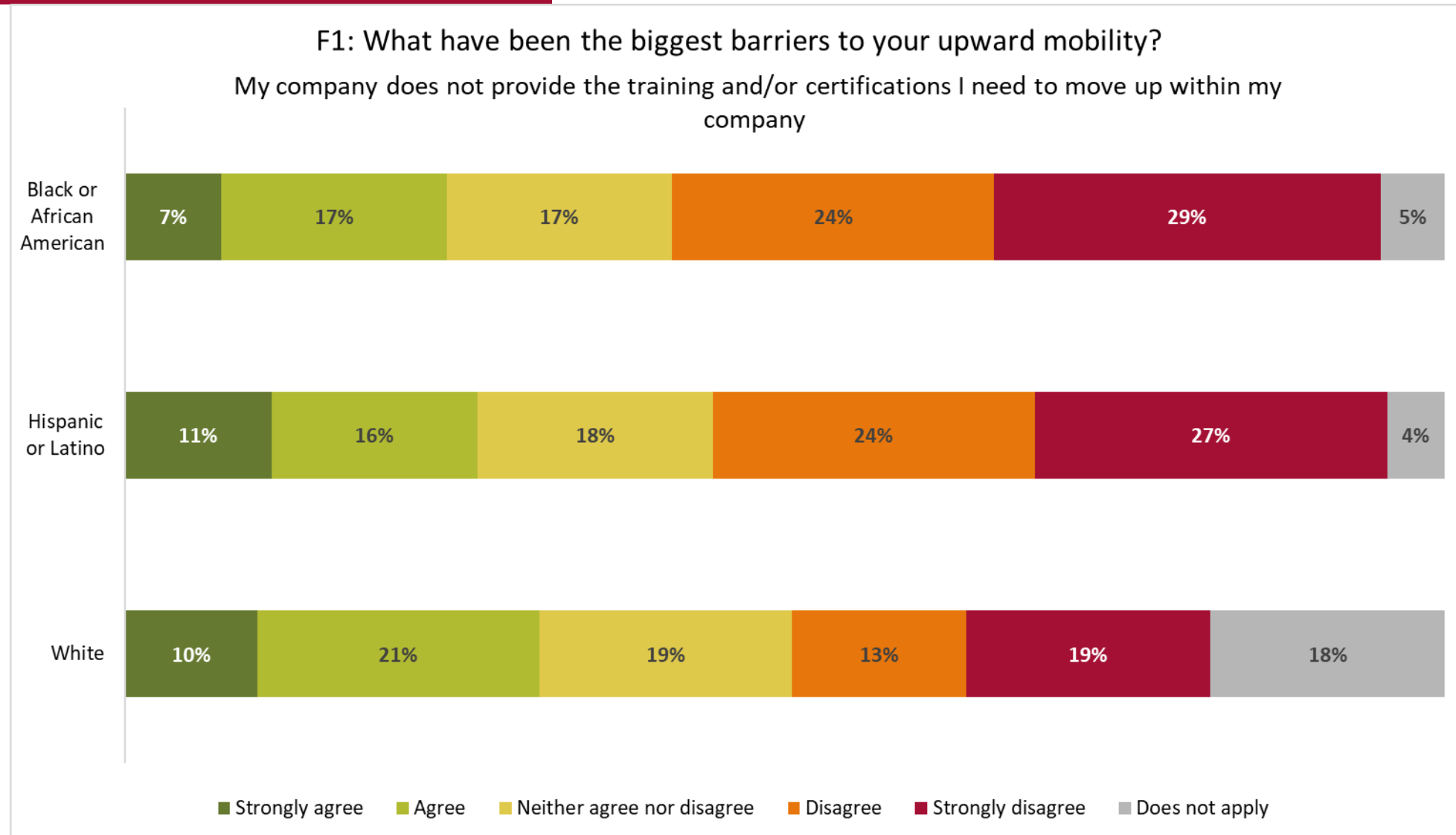
Section F *Career pathways*

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F Career pathways

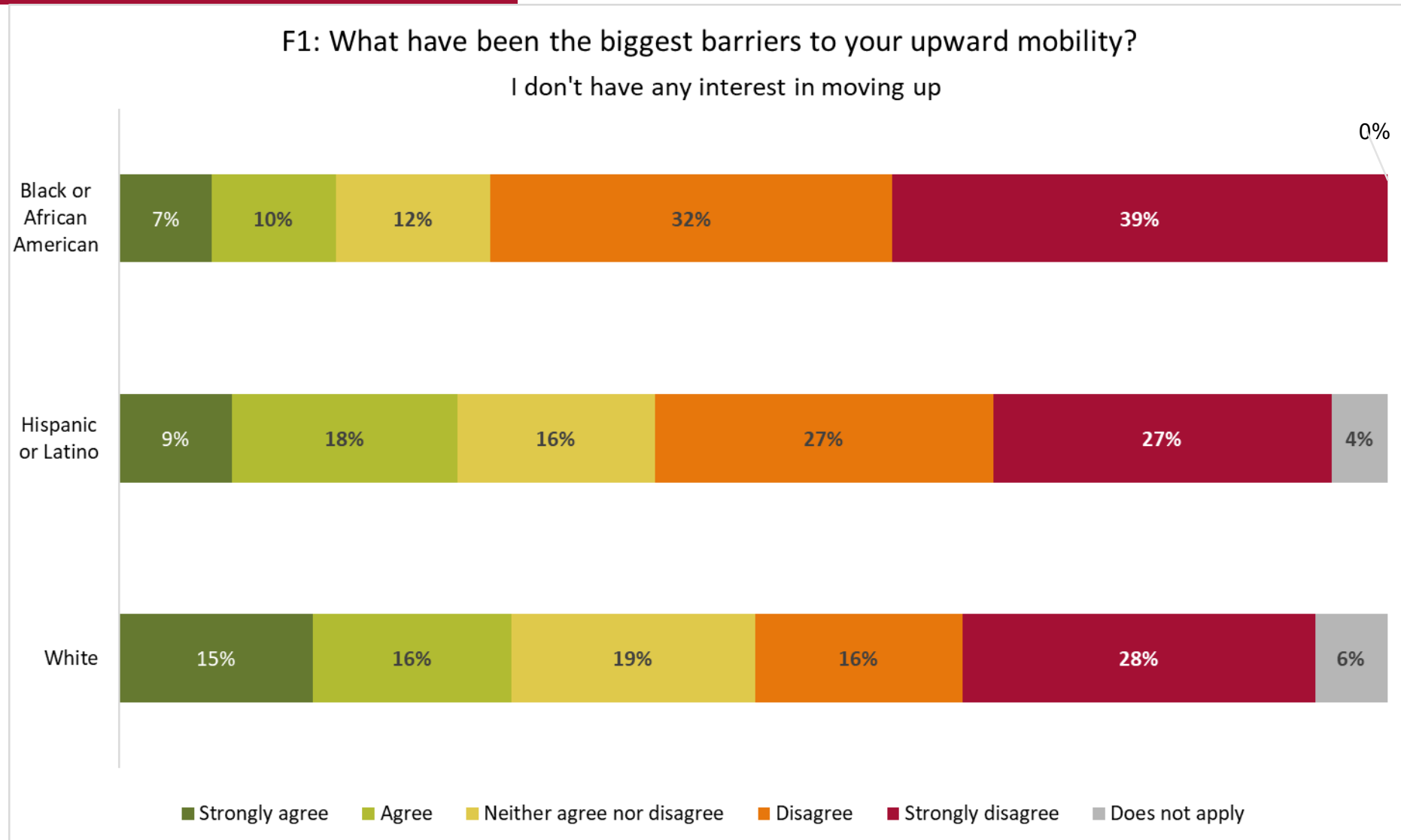
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Attitudes about upward mobility

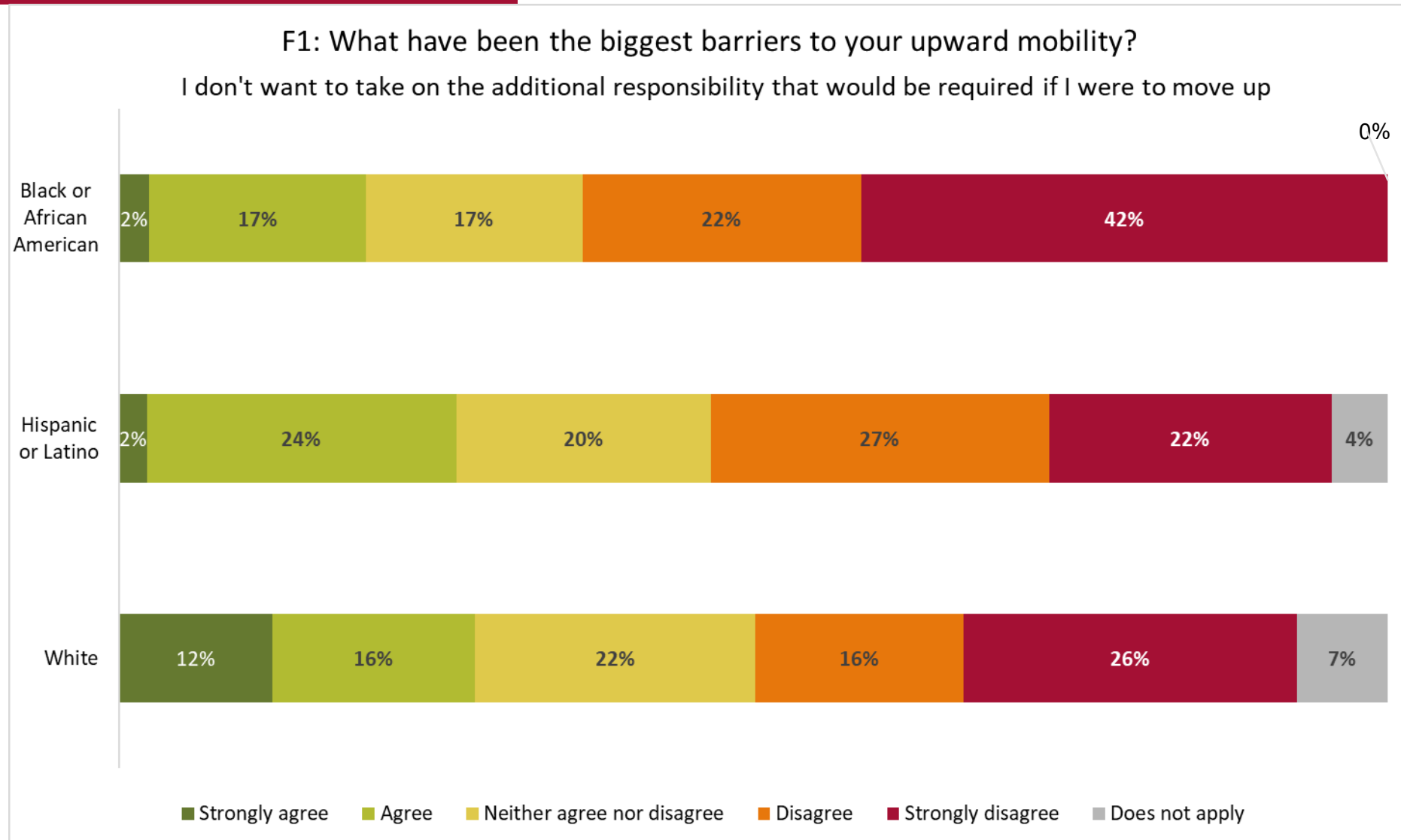
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Attitudes about upward mobility

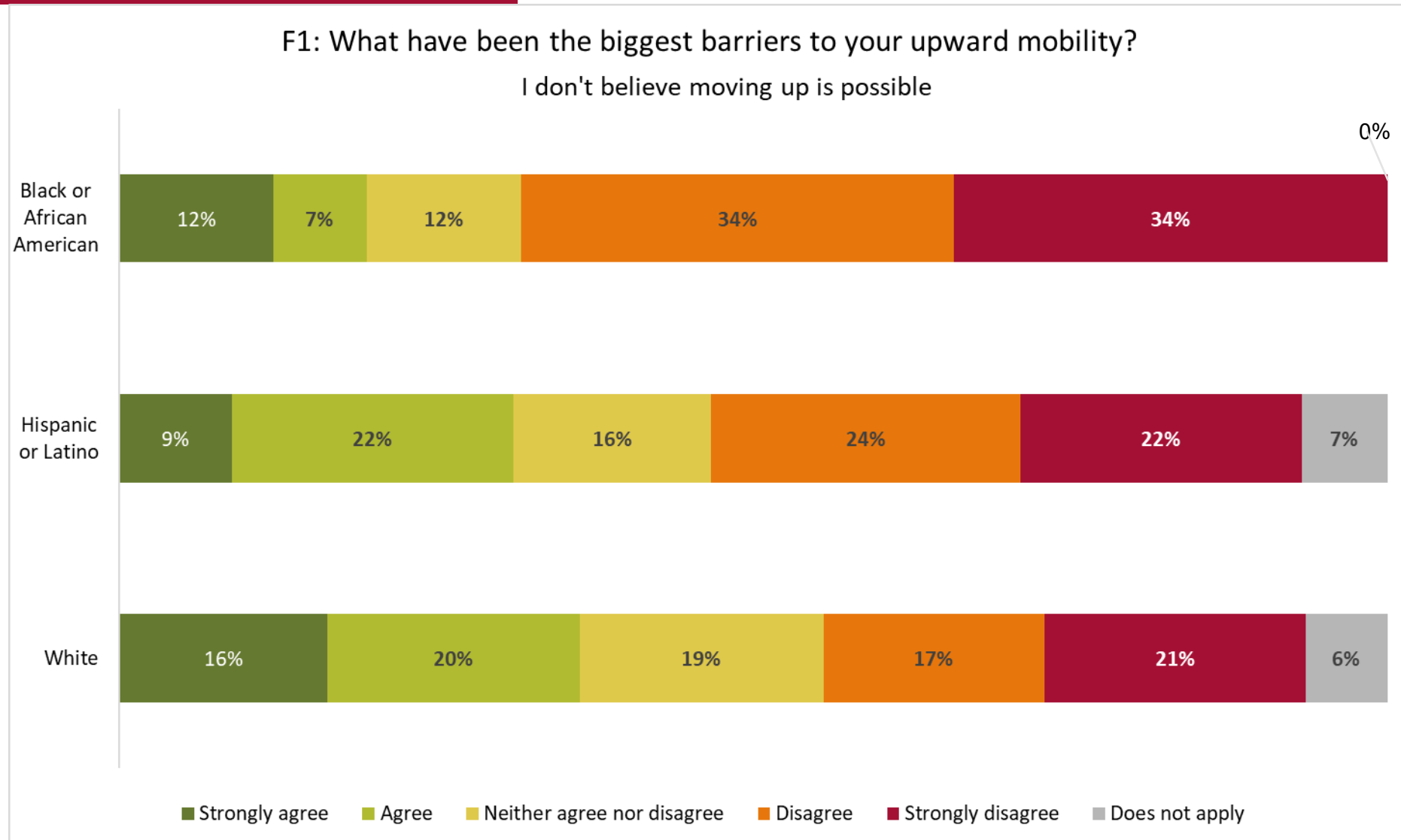
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Attitudes about upward mobility

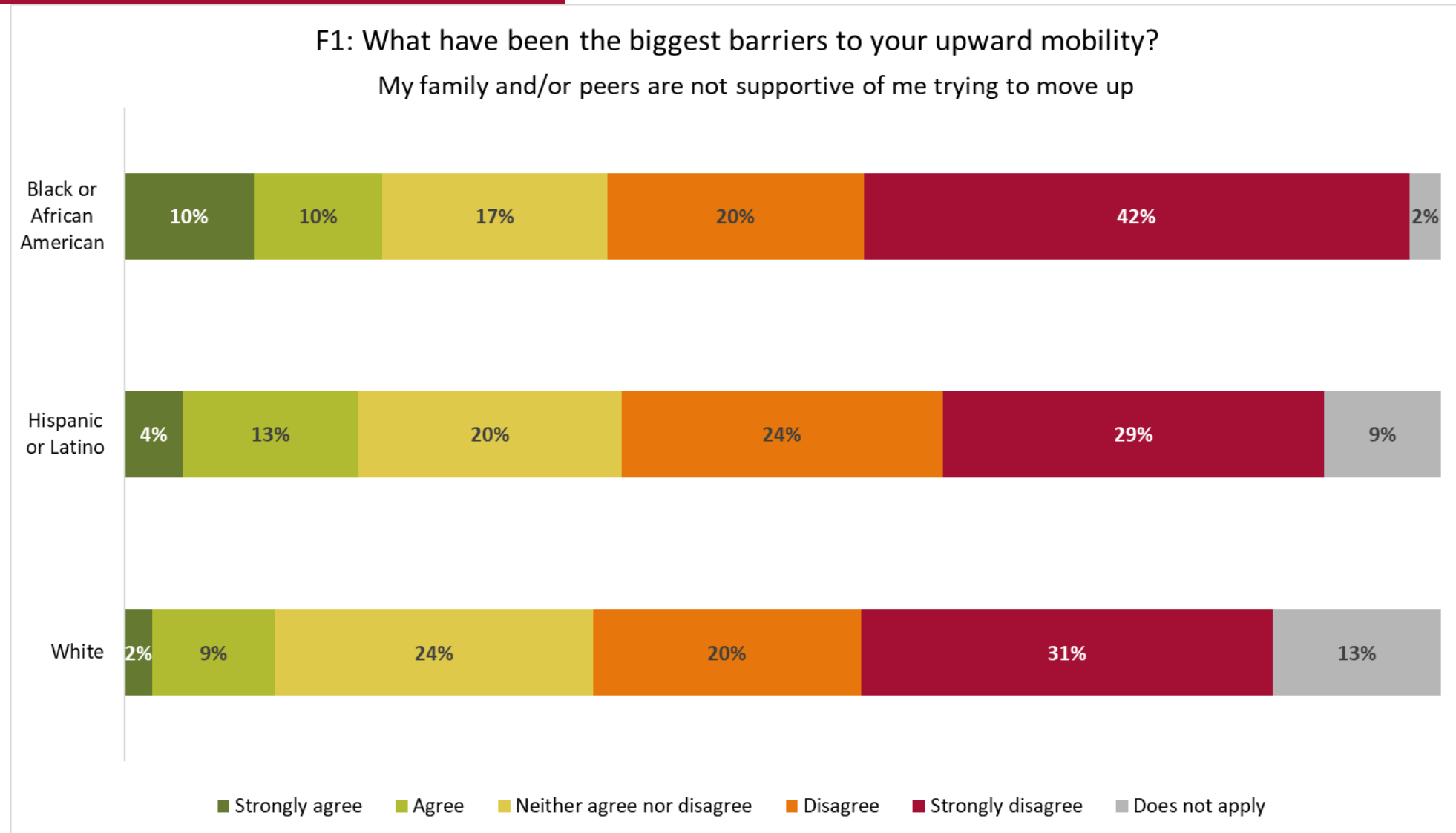
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Attitudes about upward mobility

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Contributors

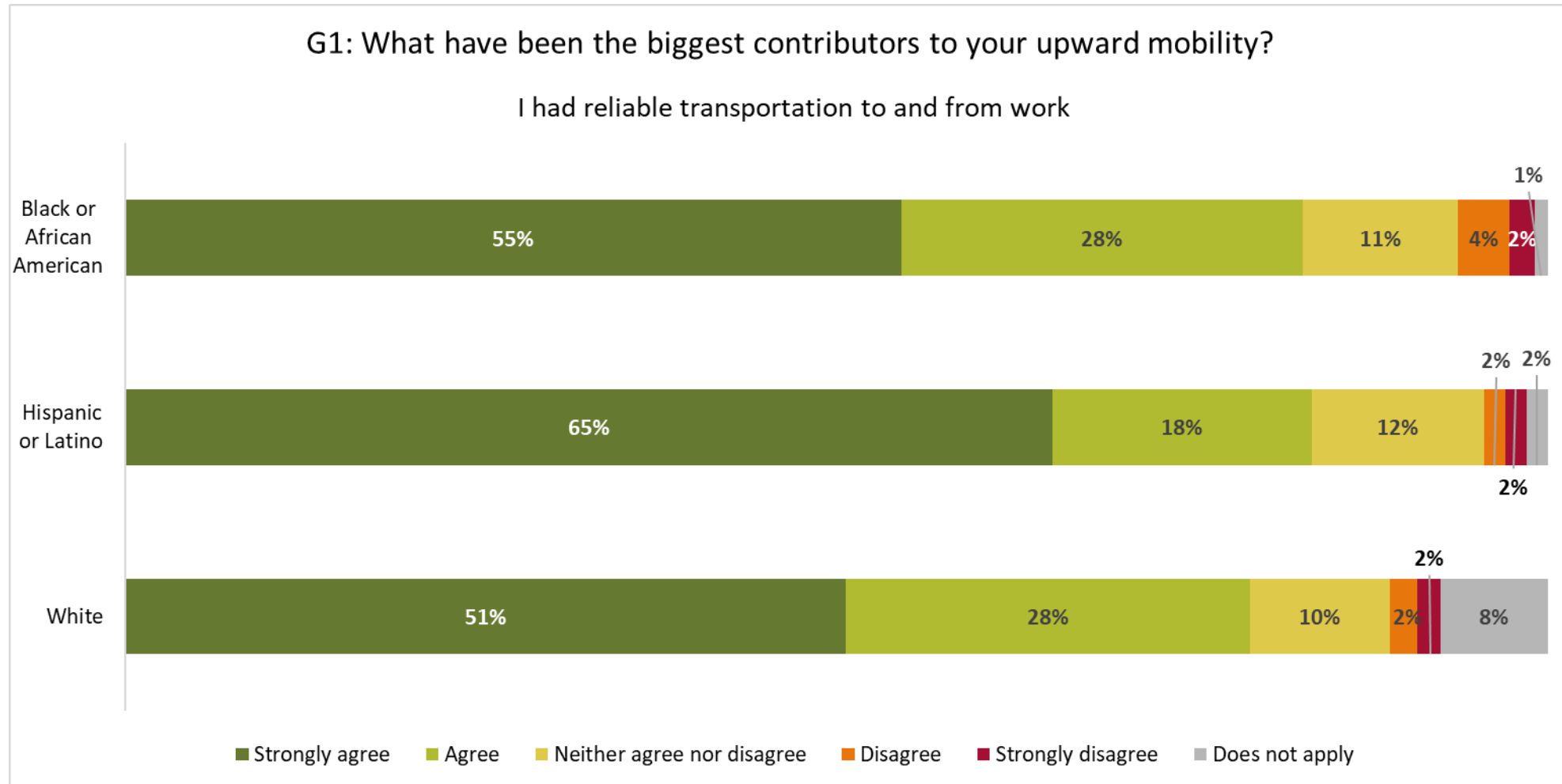
Only shown to those who DID achieve upward mobility in the last three years.

Black or African American: N = 110; Hispanic or Latino: N = 66; White: N = 469

Section G

Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

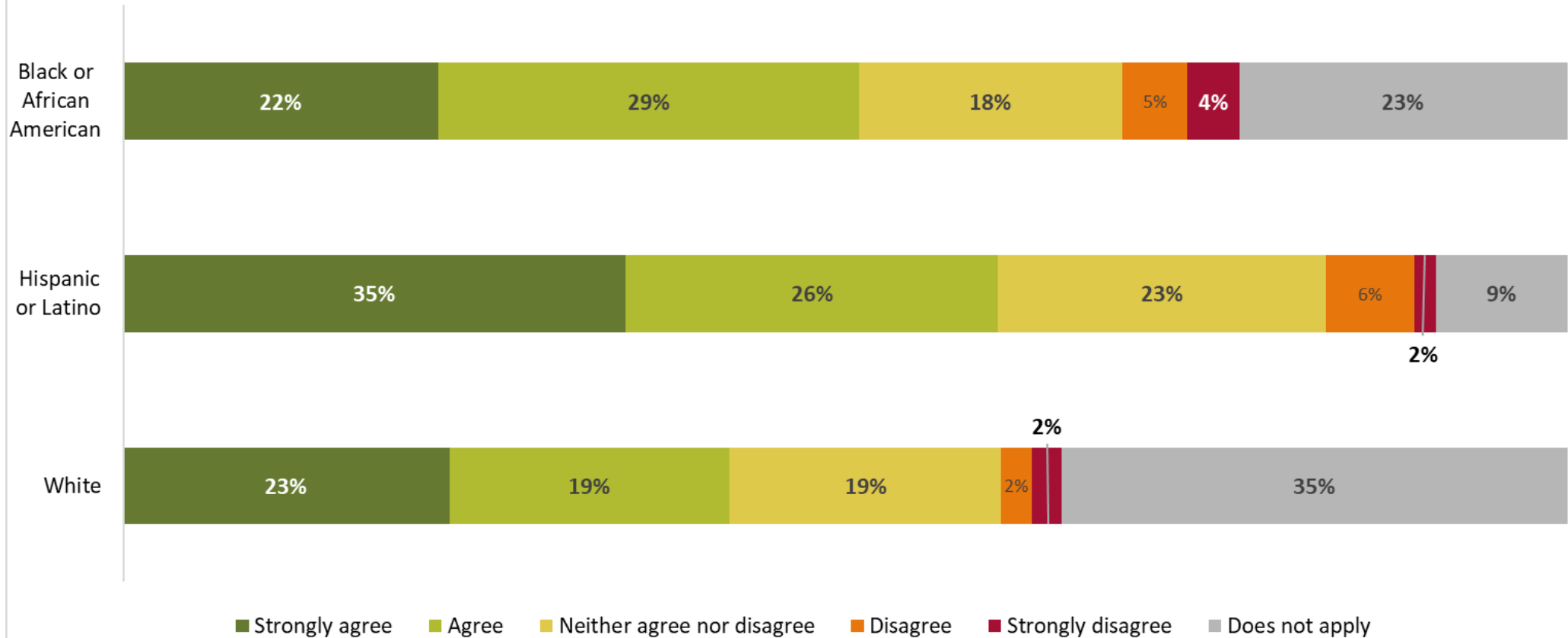


Section G
Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

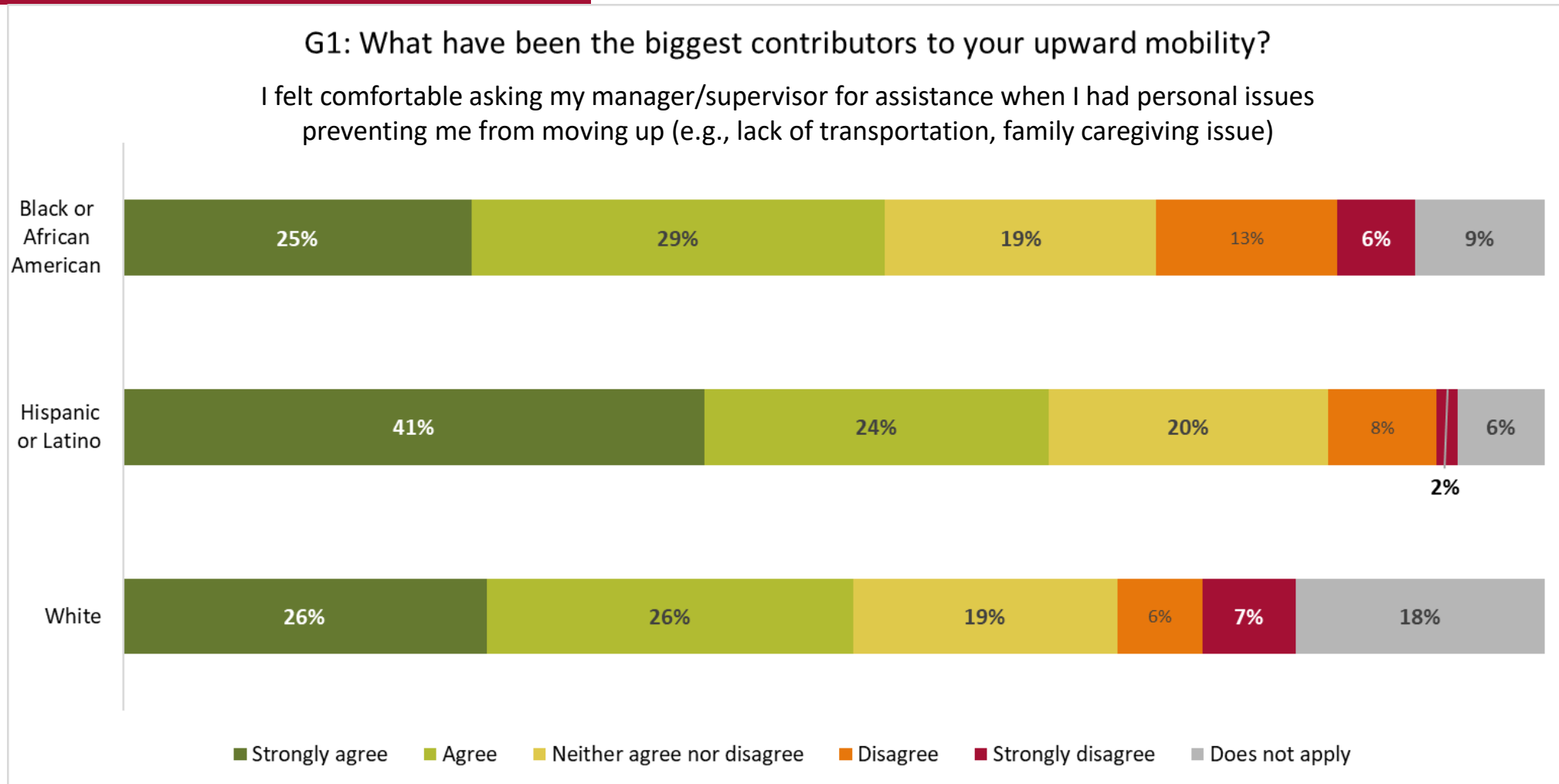
I had reliable caregiving options for looking after family



Section G

Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



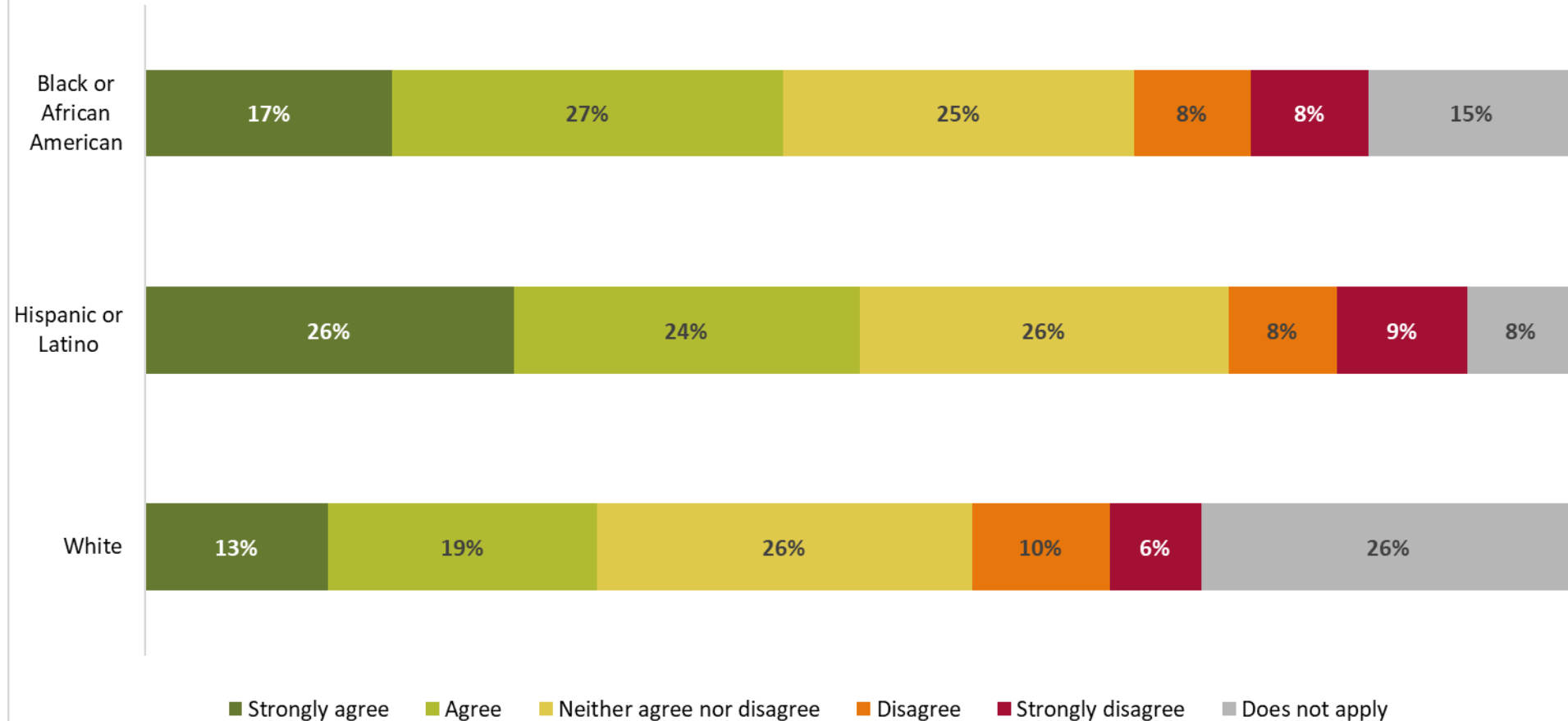
Section G

Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I could afford the upfront costs for actions I needed to take to move upward



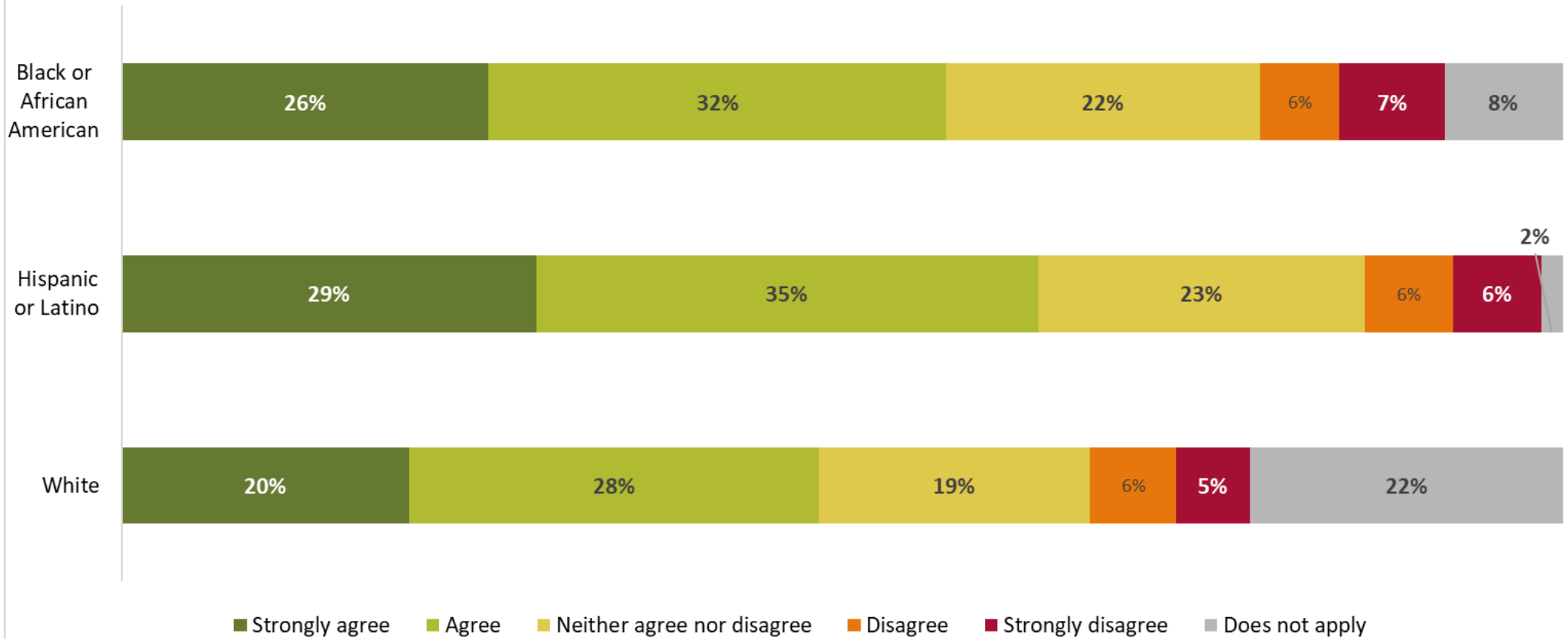
Section G

Personal circumstances

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had the time needed to get the training, certifications, and/or skills needed to move up

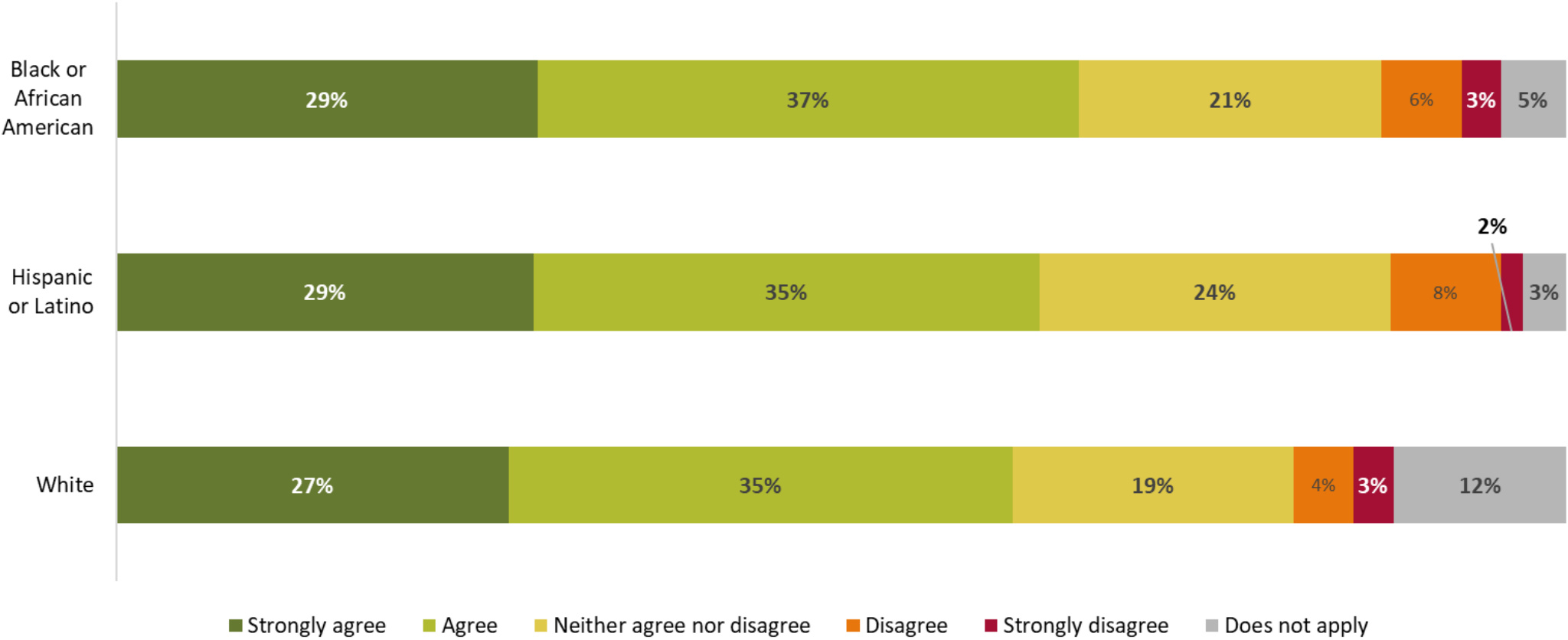


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section G
Personal circumstances

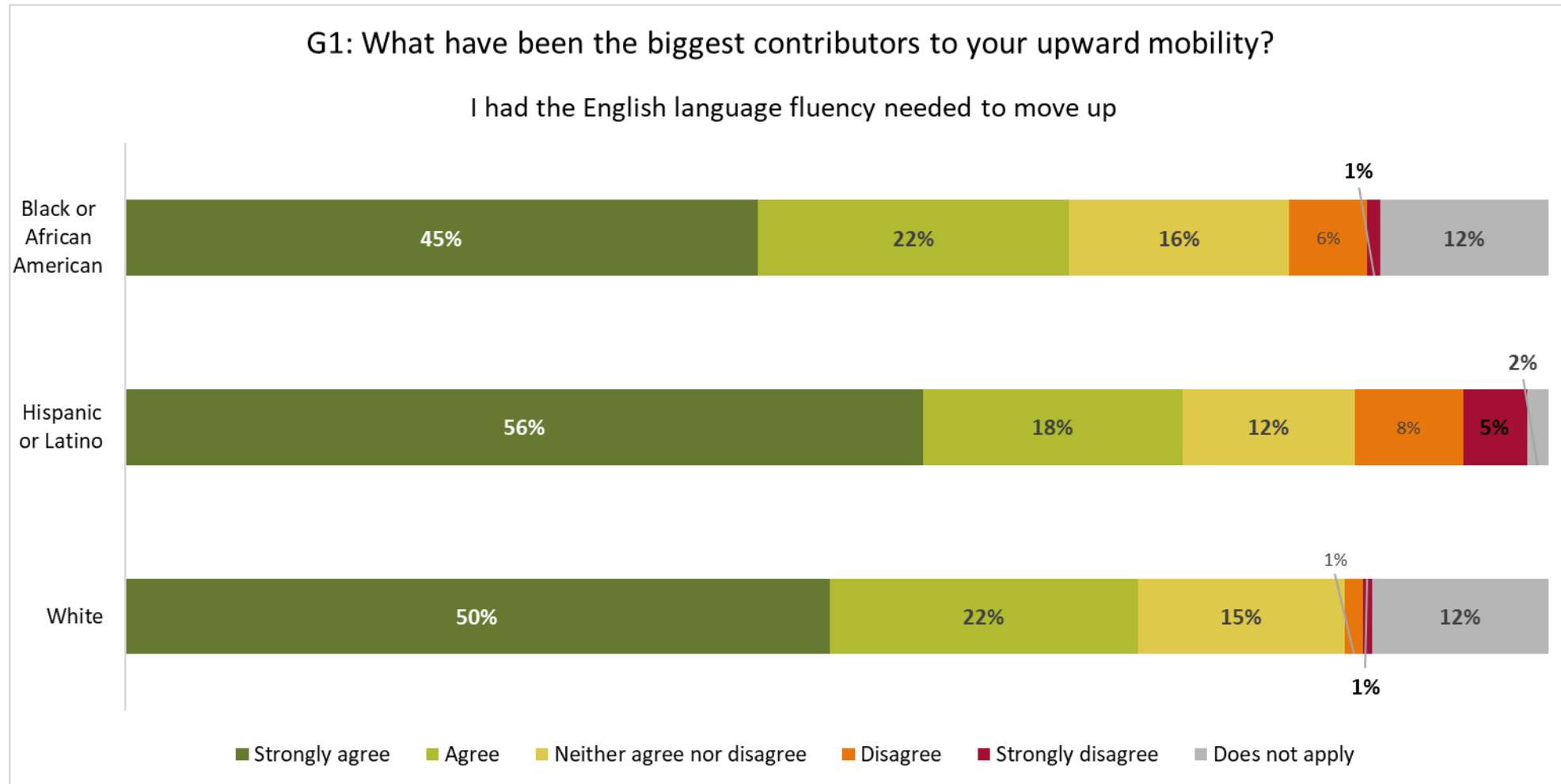
G1: What have been the biggest contributors to your upward mobility?

I could stay in my job long enough to move up



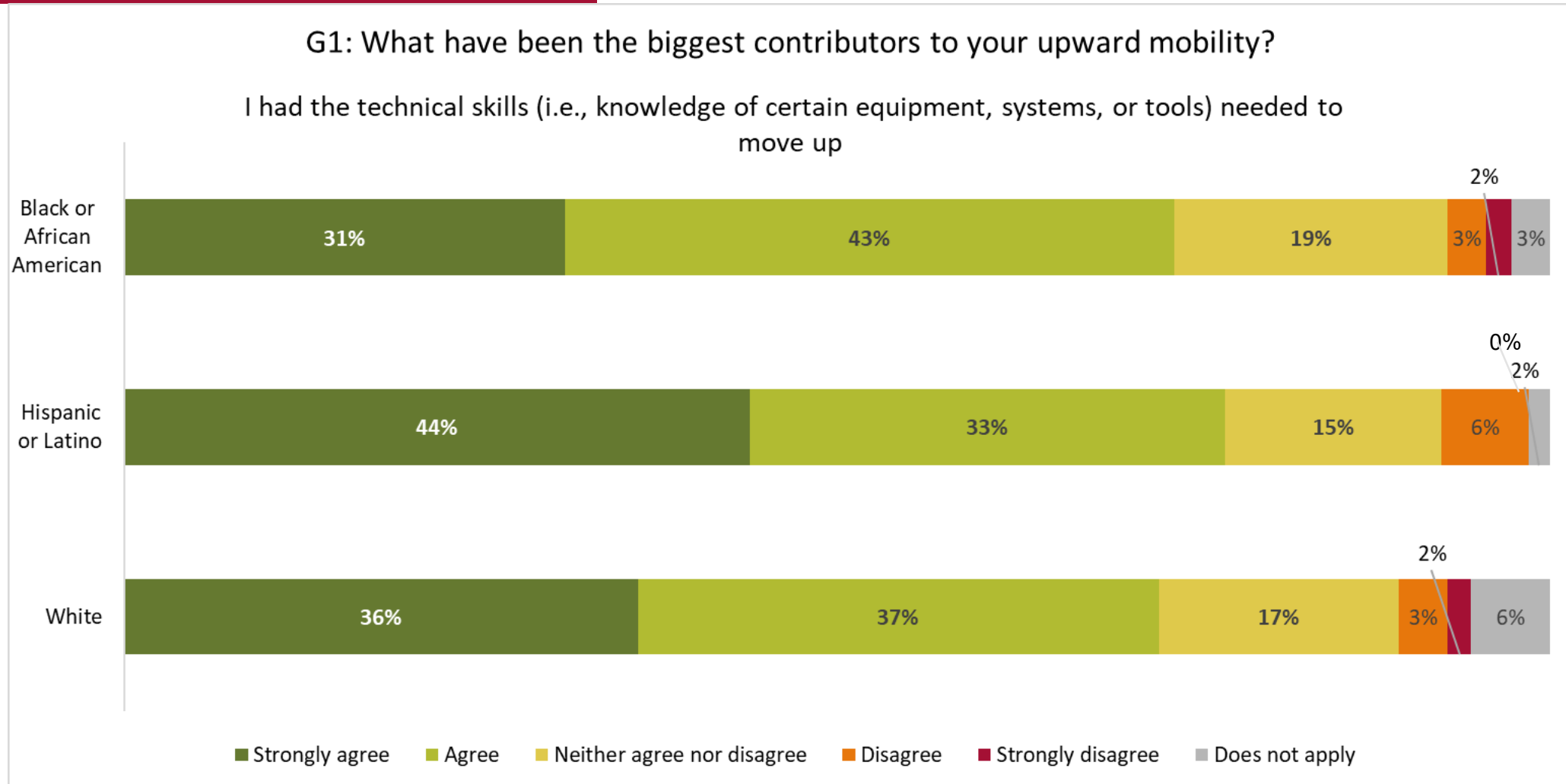
Section G *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G Education and skills

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

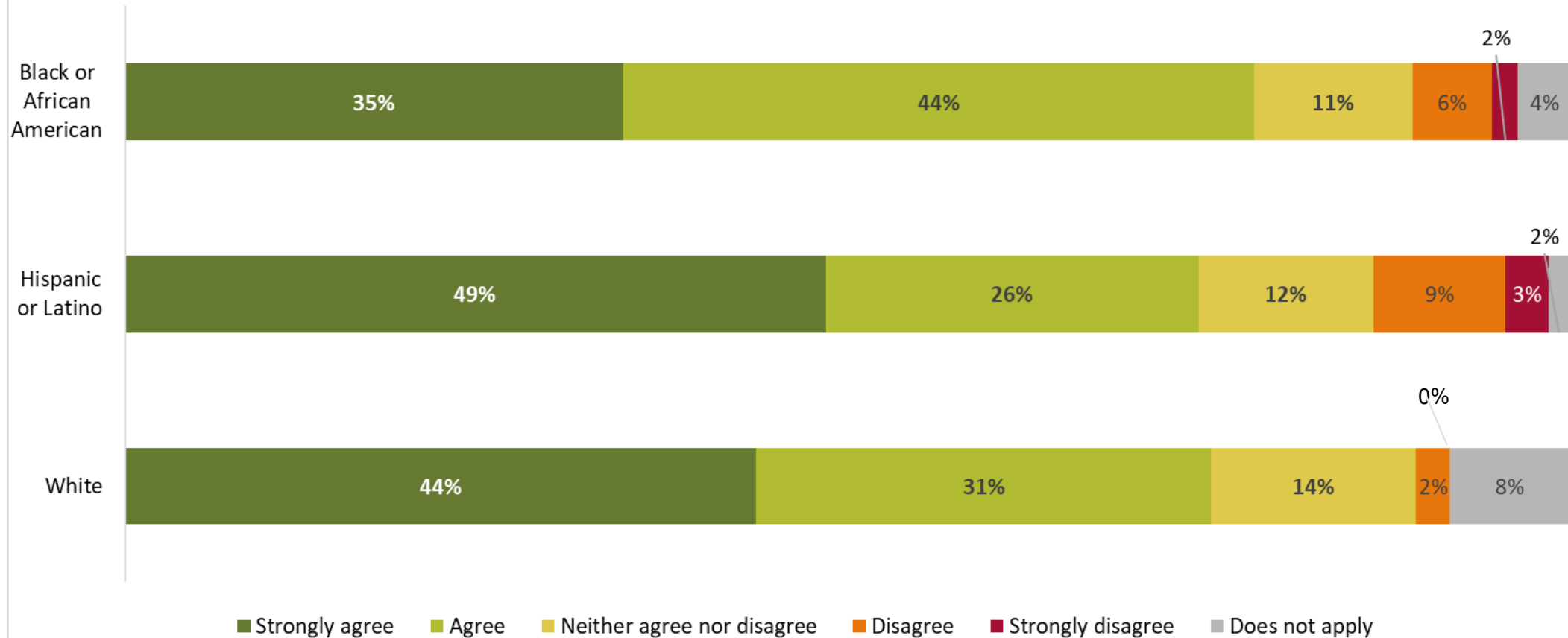


Section G *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had the literacy skills needed to move up

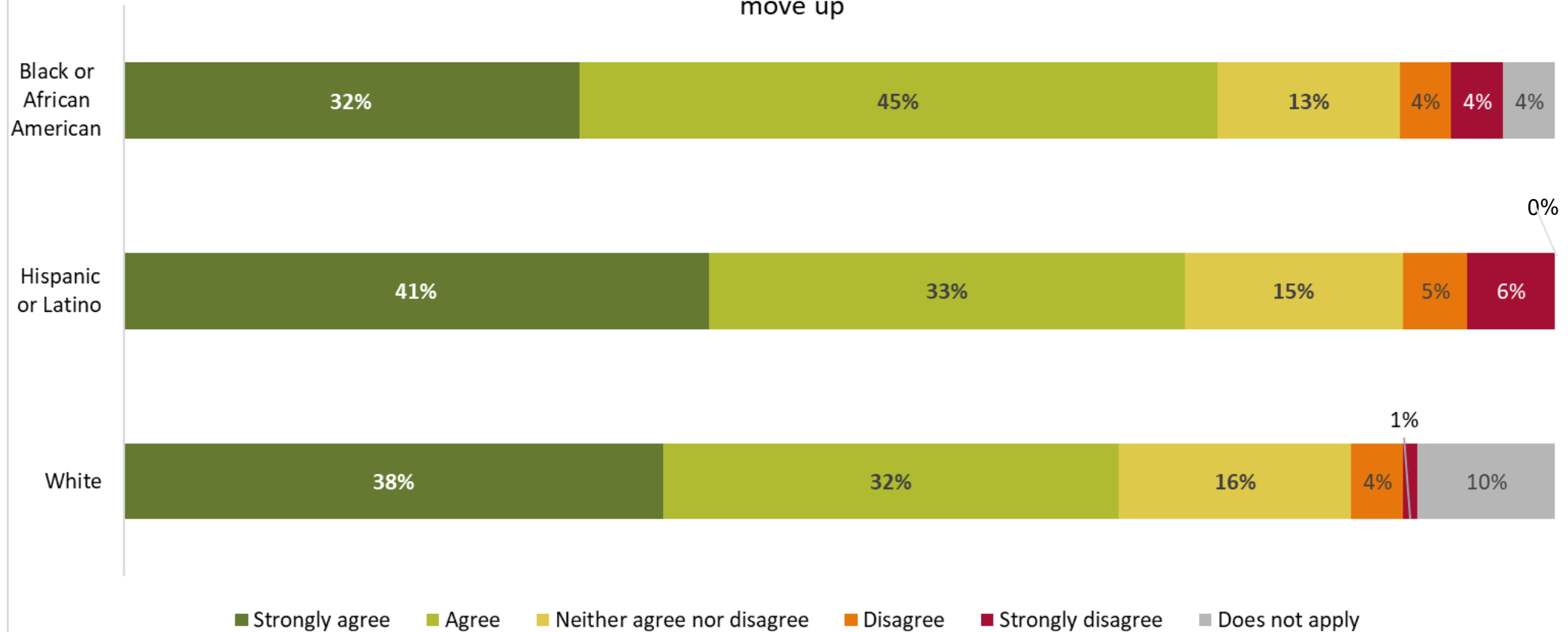


Section G *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up



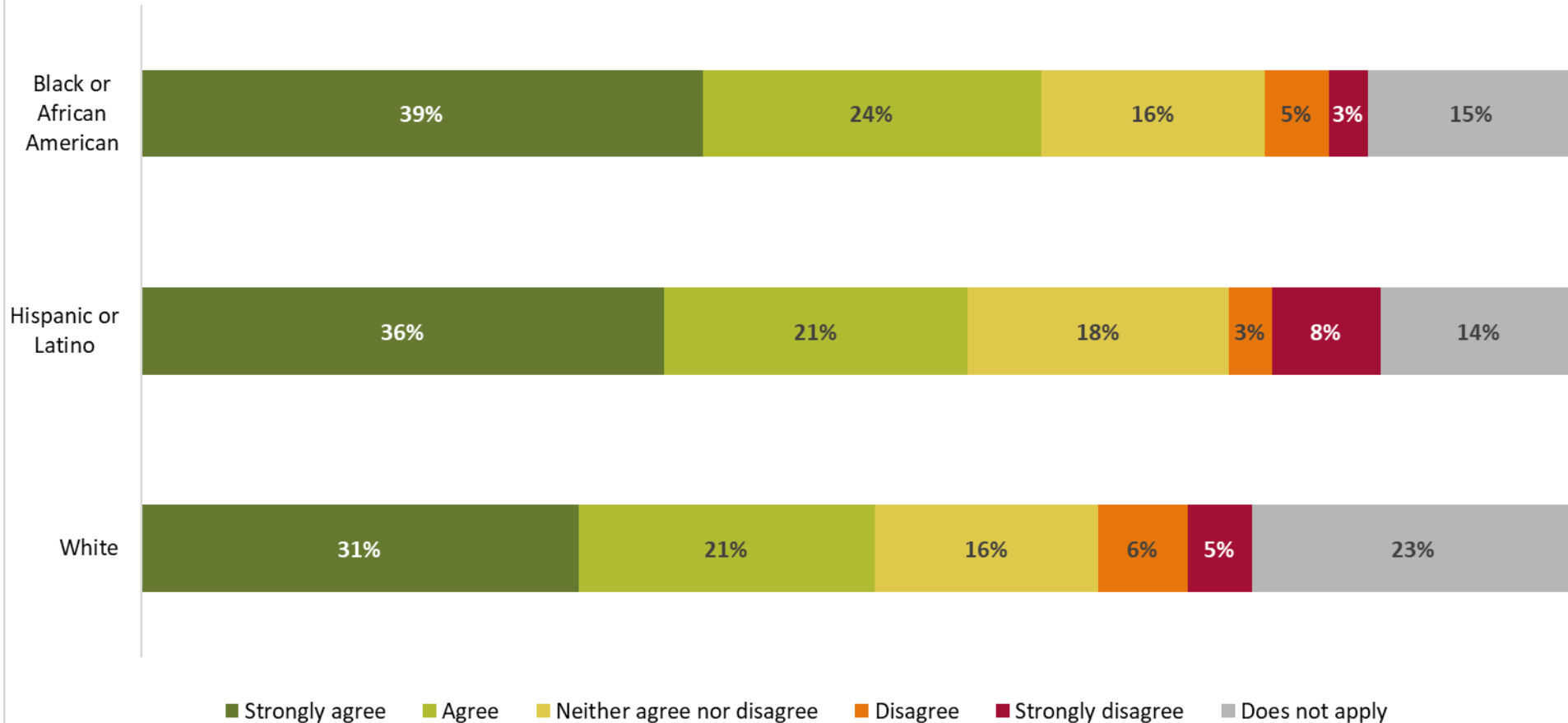
Section G

Education and skills

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had a secondary diploma or a GED

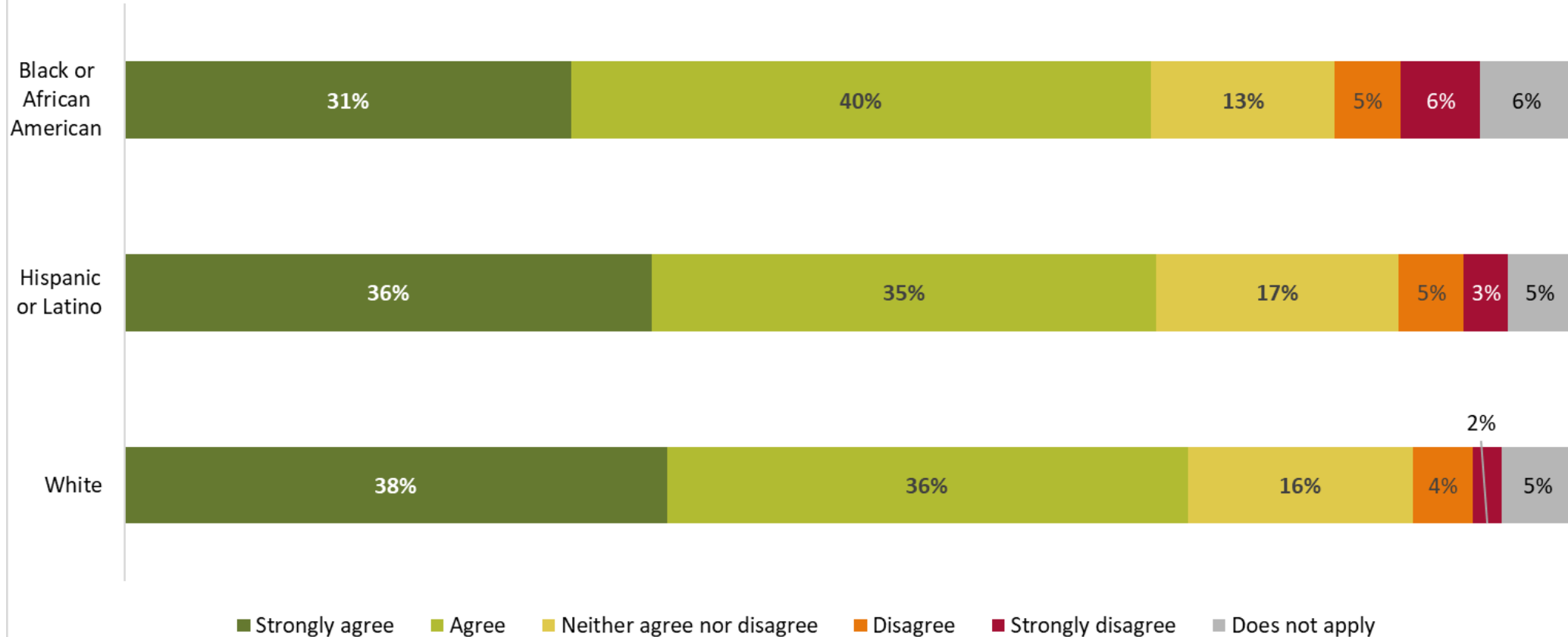


Section G *Job structure*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had enough autonomy (i.e., independence) at work

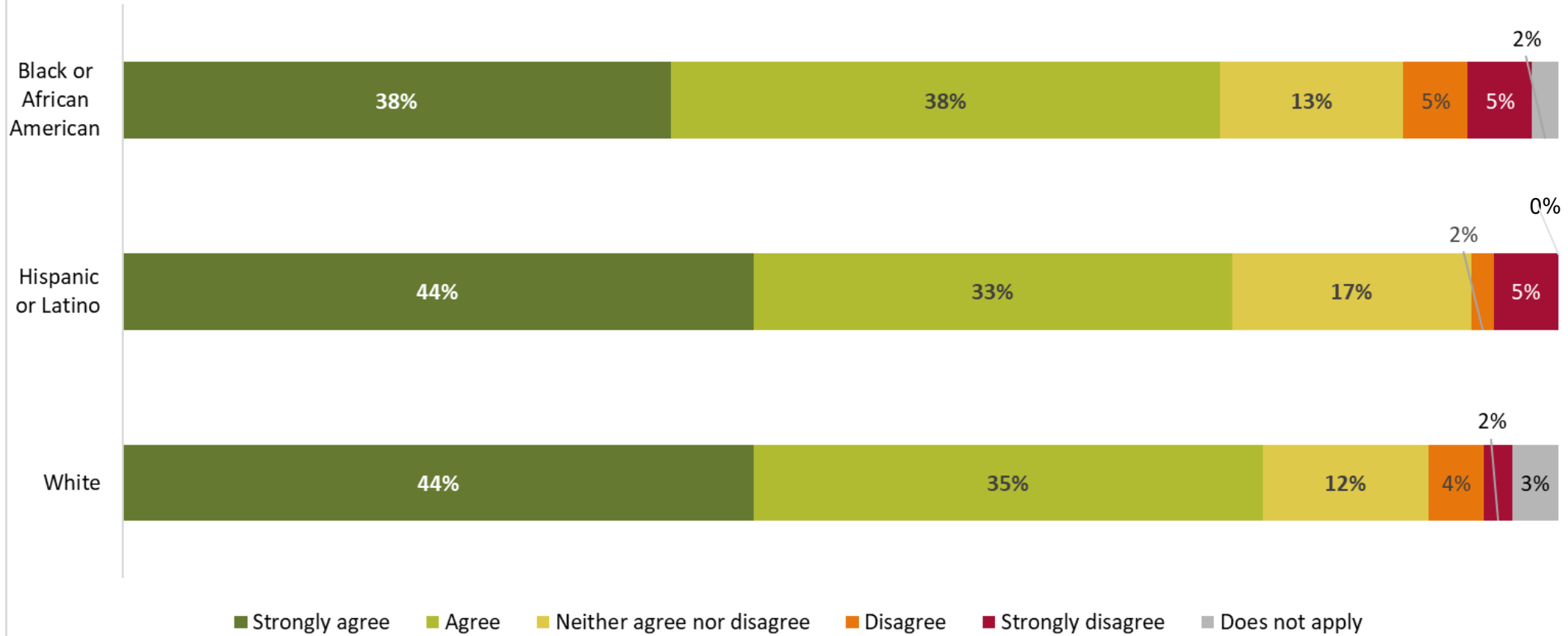


Section G
Job structure

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

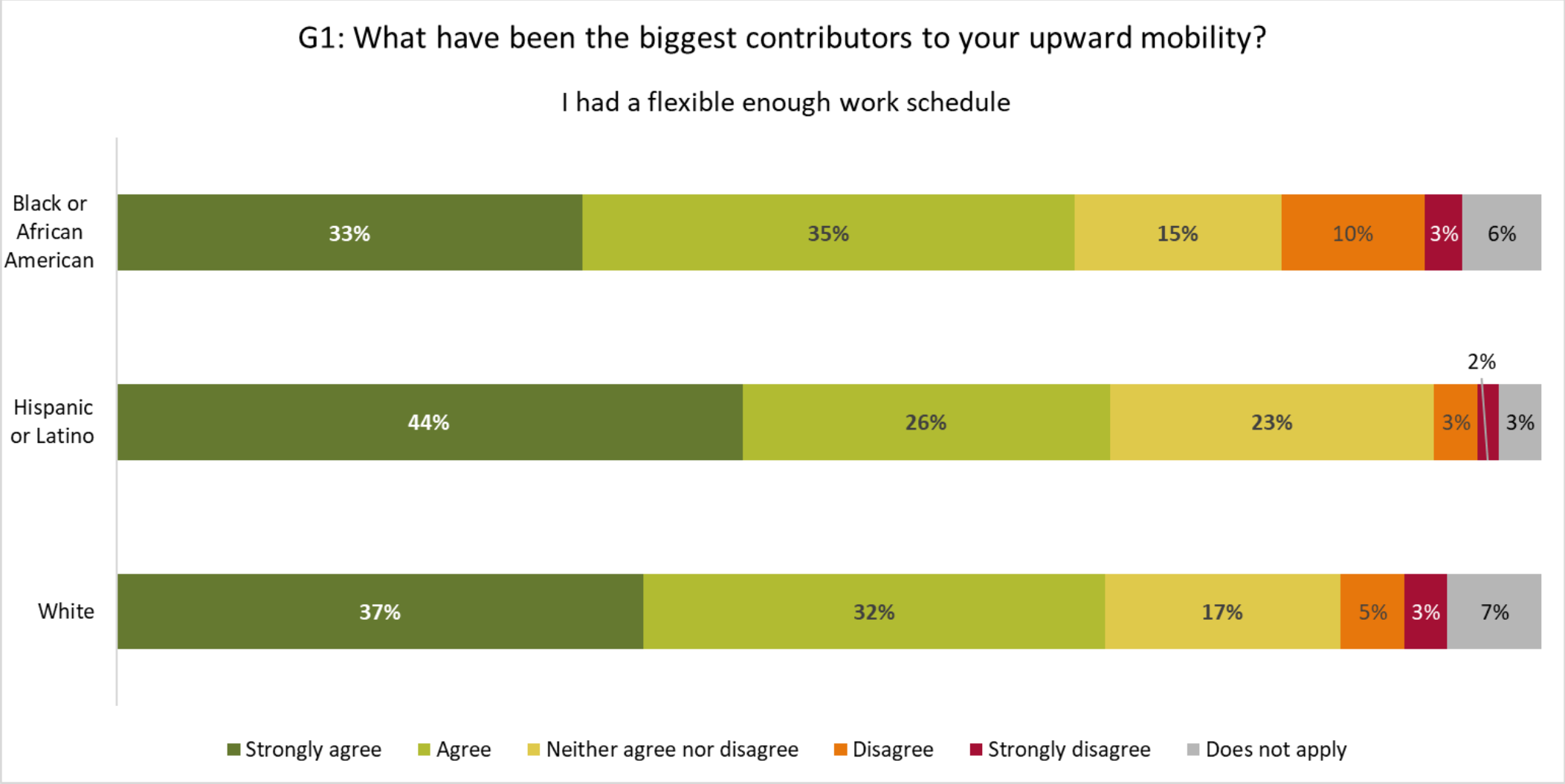
G1: What have been the biggest contributors to your upward mobility?

I had a stable enough work schedule



Section G
Job structure

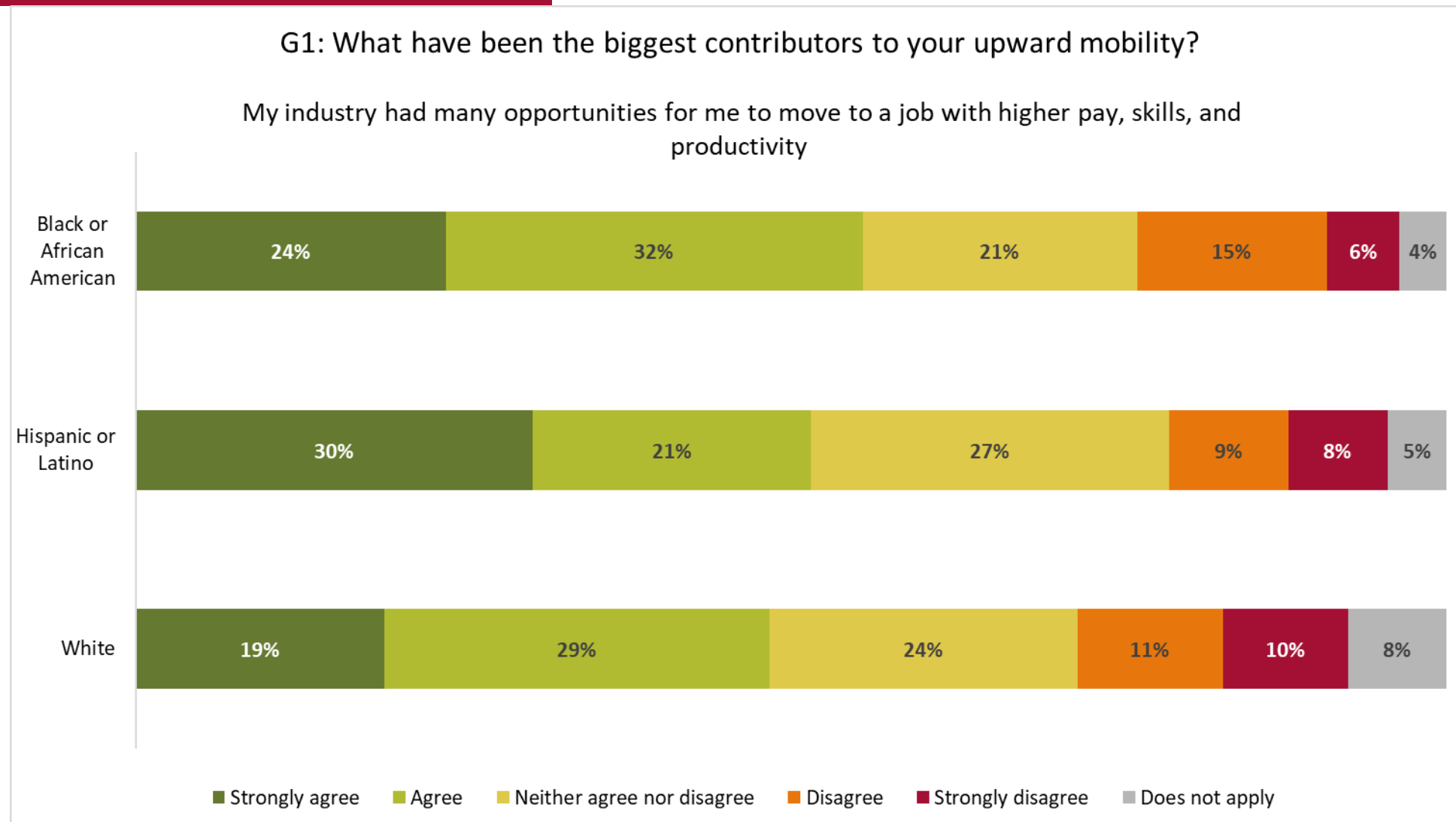
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Company and industry opportunities

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



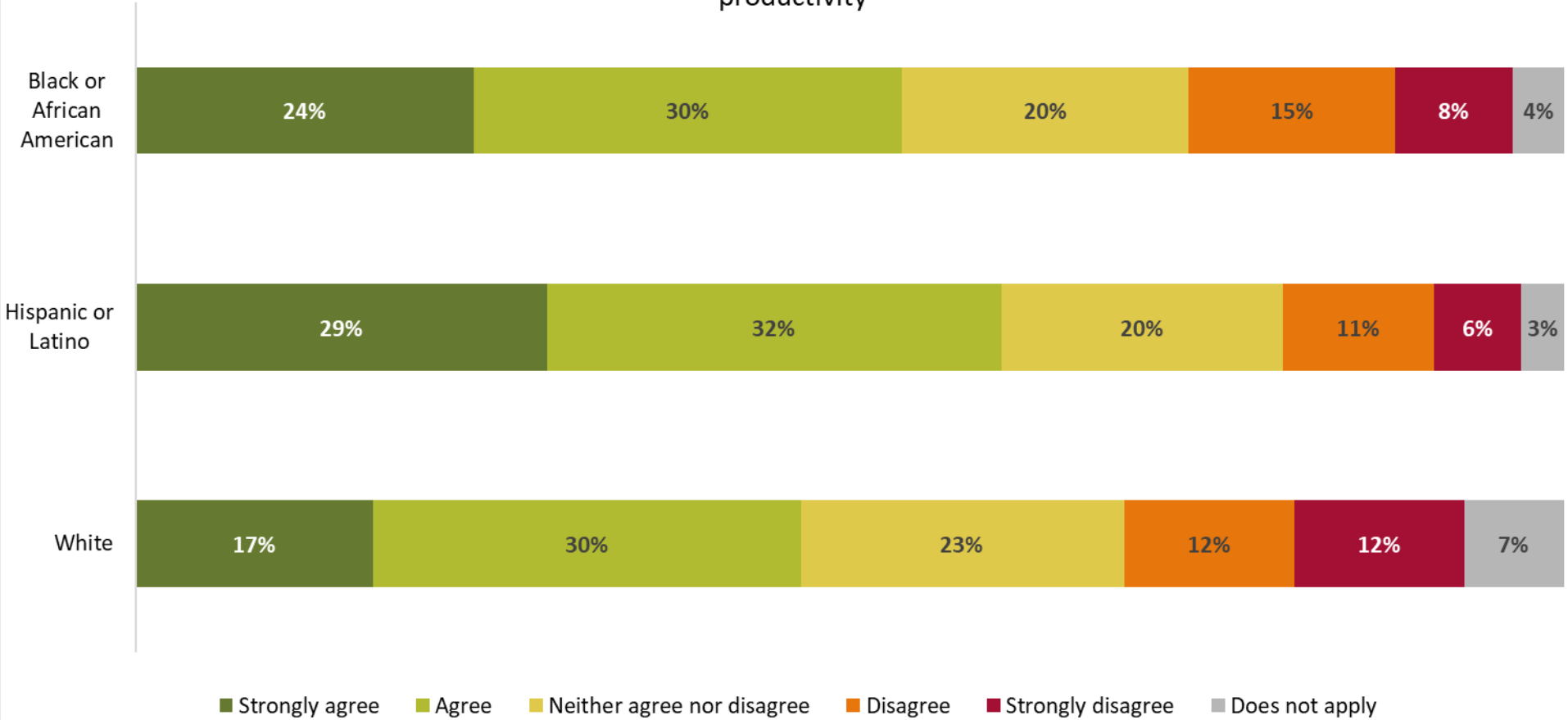
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section G

Company and industry opportunities

G1: What have been the biggest contributors to your upward mobility?

My company had many opportunities for me to move to a job with higher pay, skills, and productivity

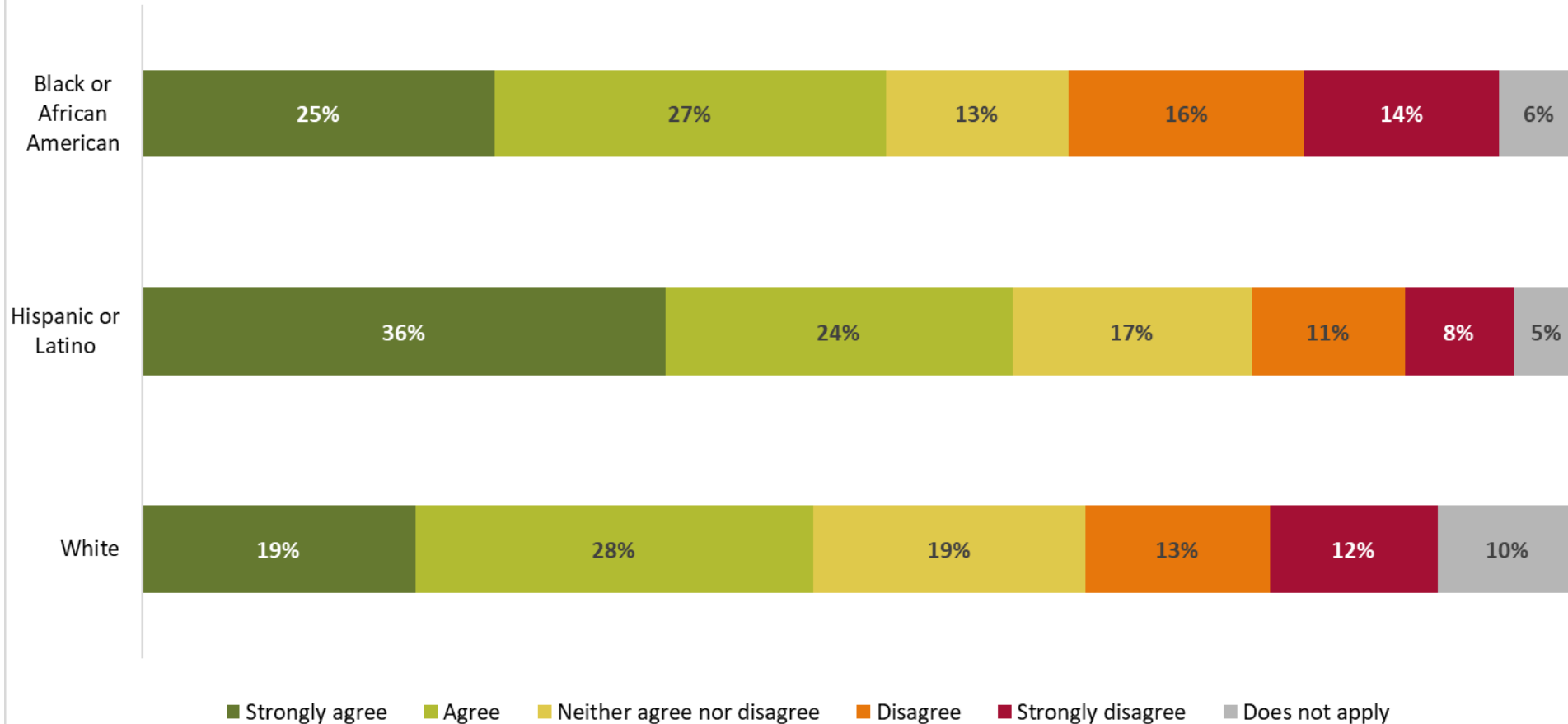


Section G Mentorship

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had a role model or mentor at work

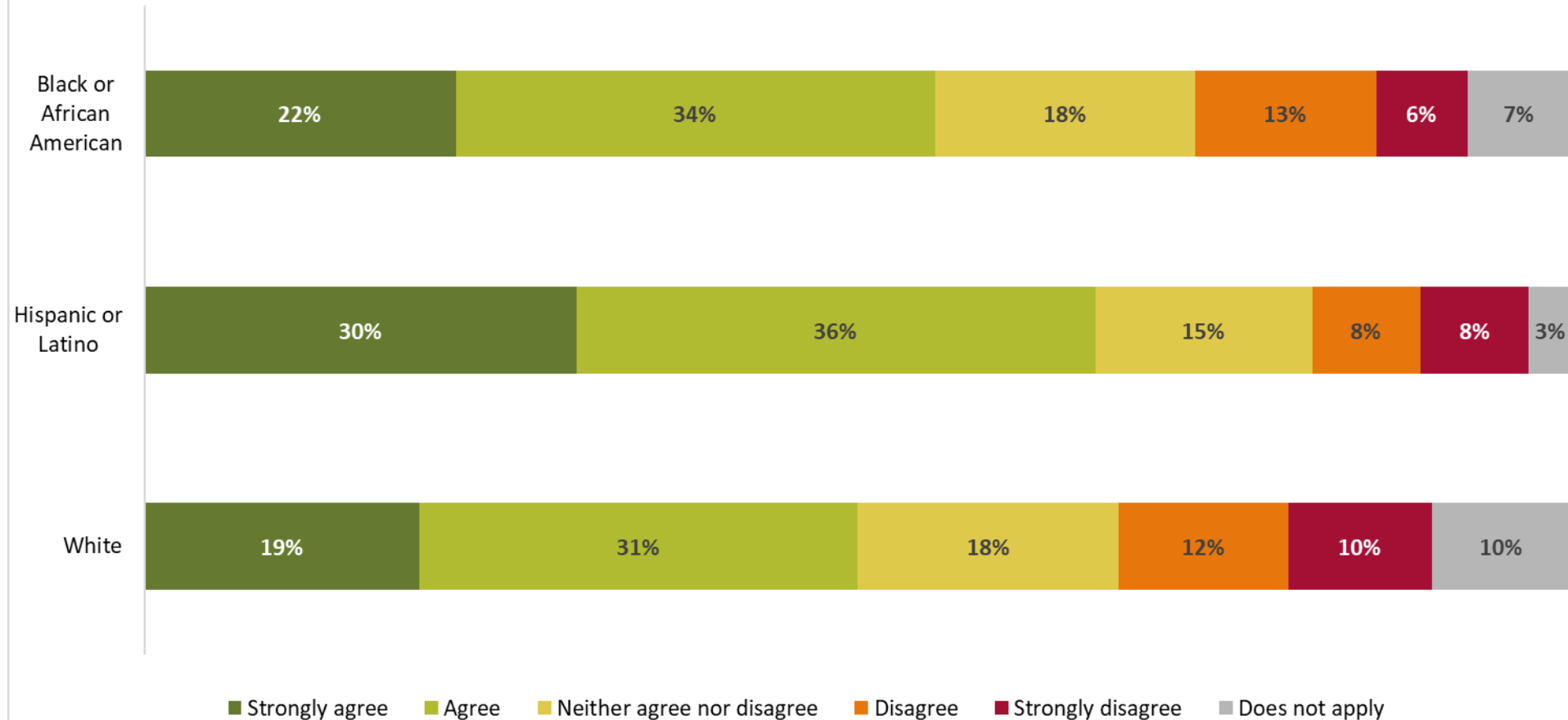


Section G Mentorship

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I had someone at work to turn to for advice about how to move up

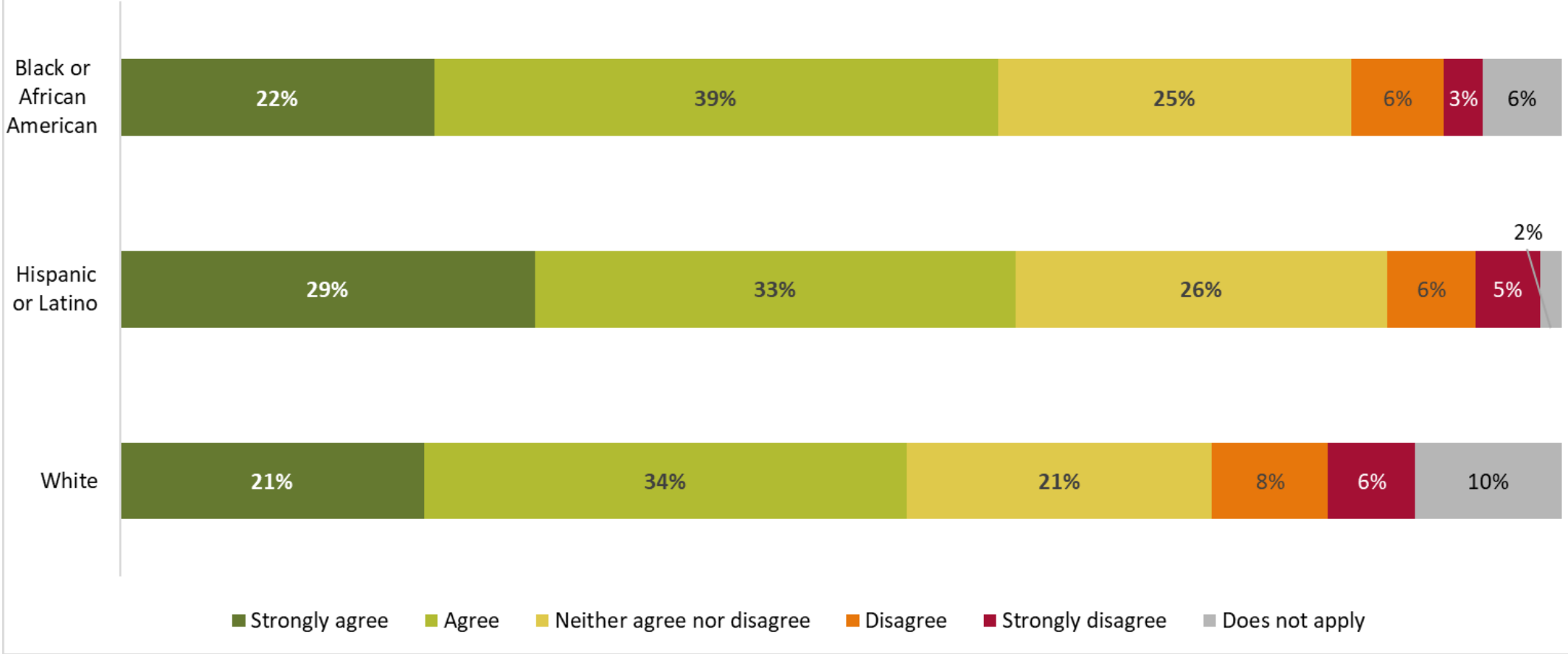


Section G *Career pathways*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I was aware of career pathways in my current area of work within my company



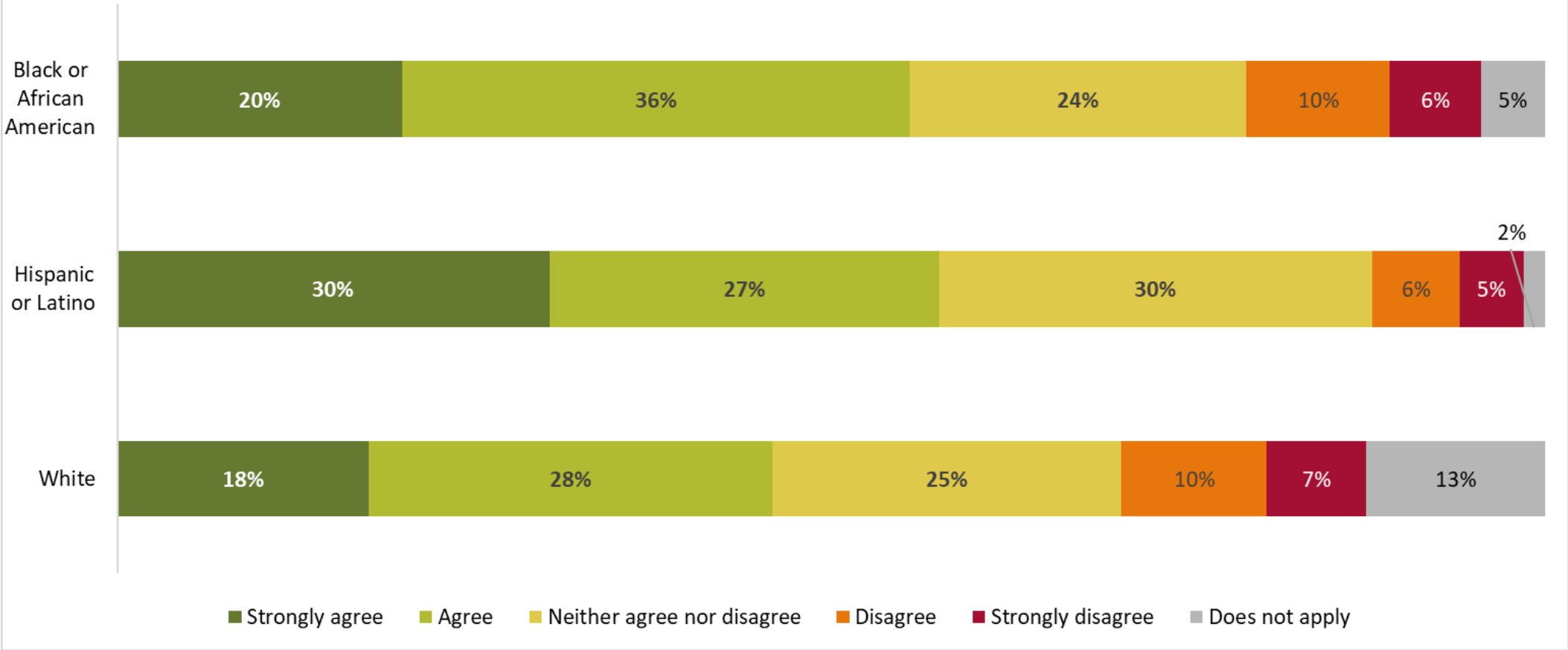
Section G

Career pathways

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

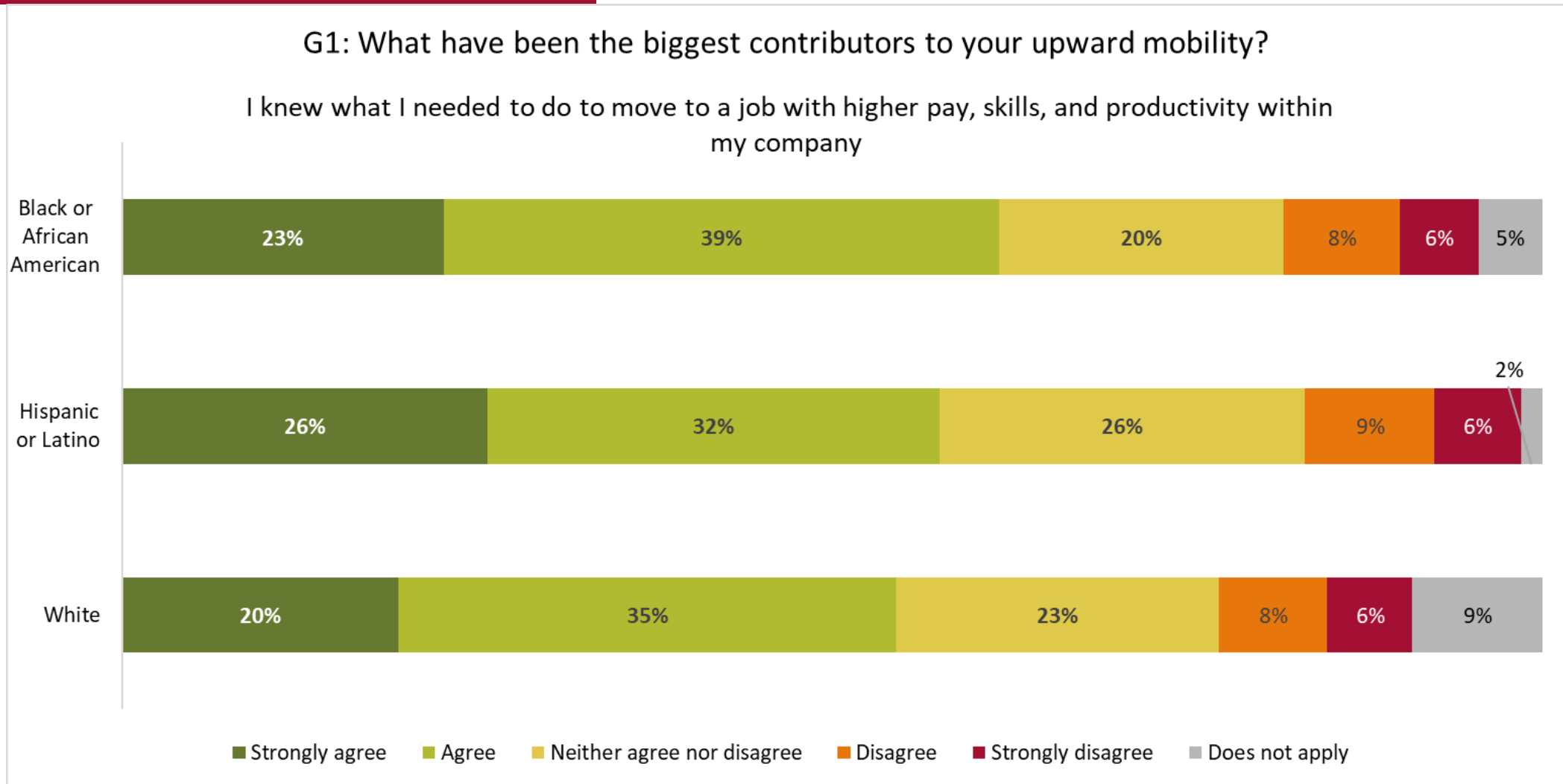
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I was aware of career pathways outside of my current area of work within my company



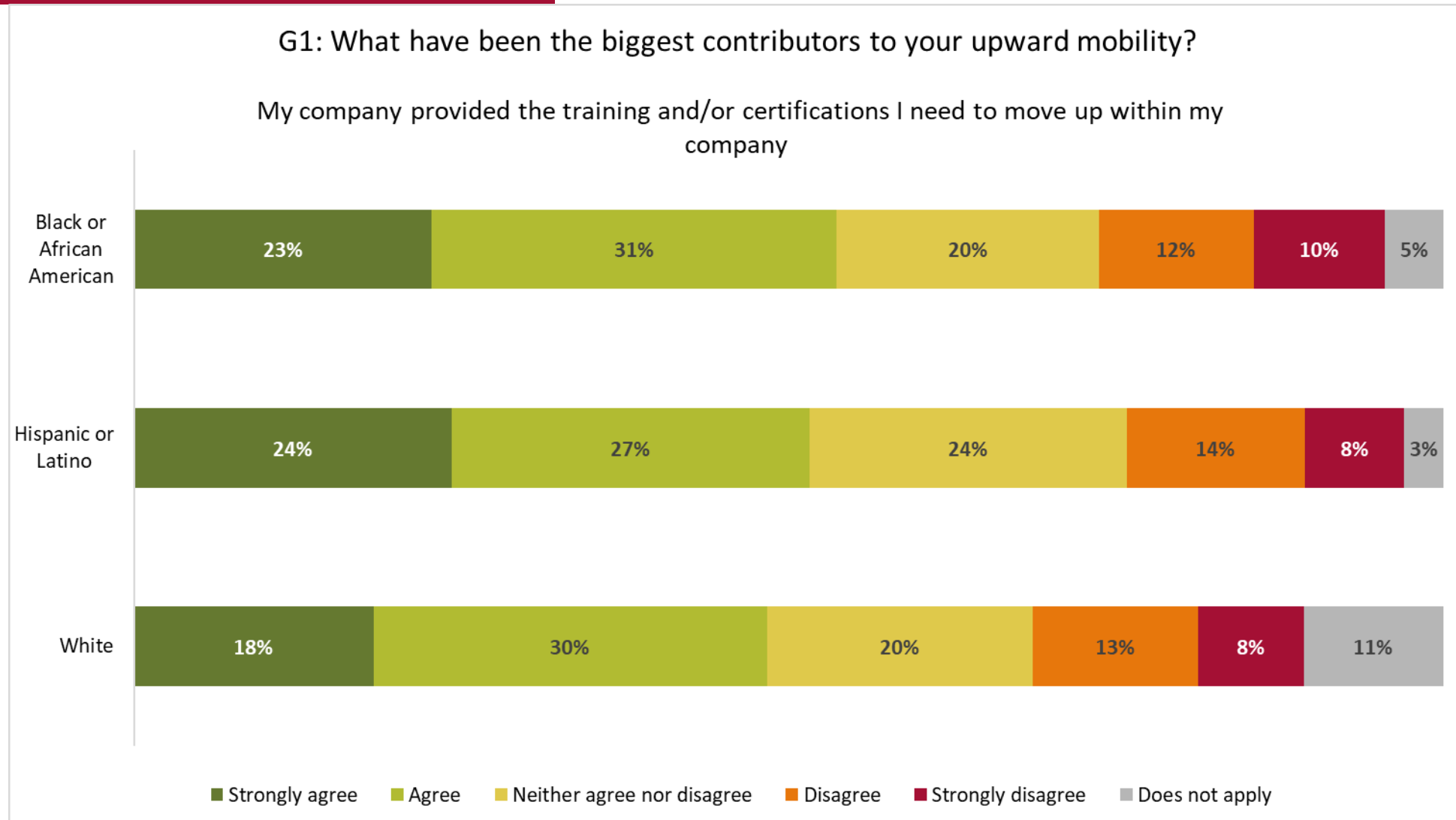
Section G Career pathways

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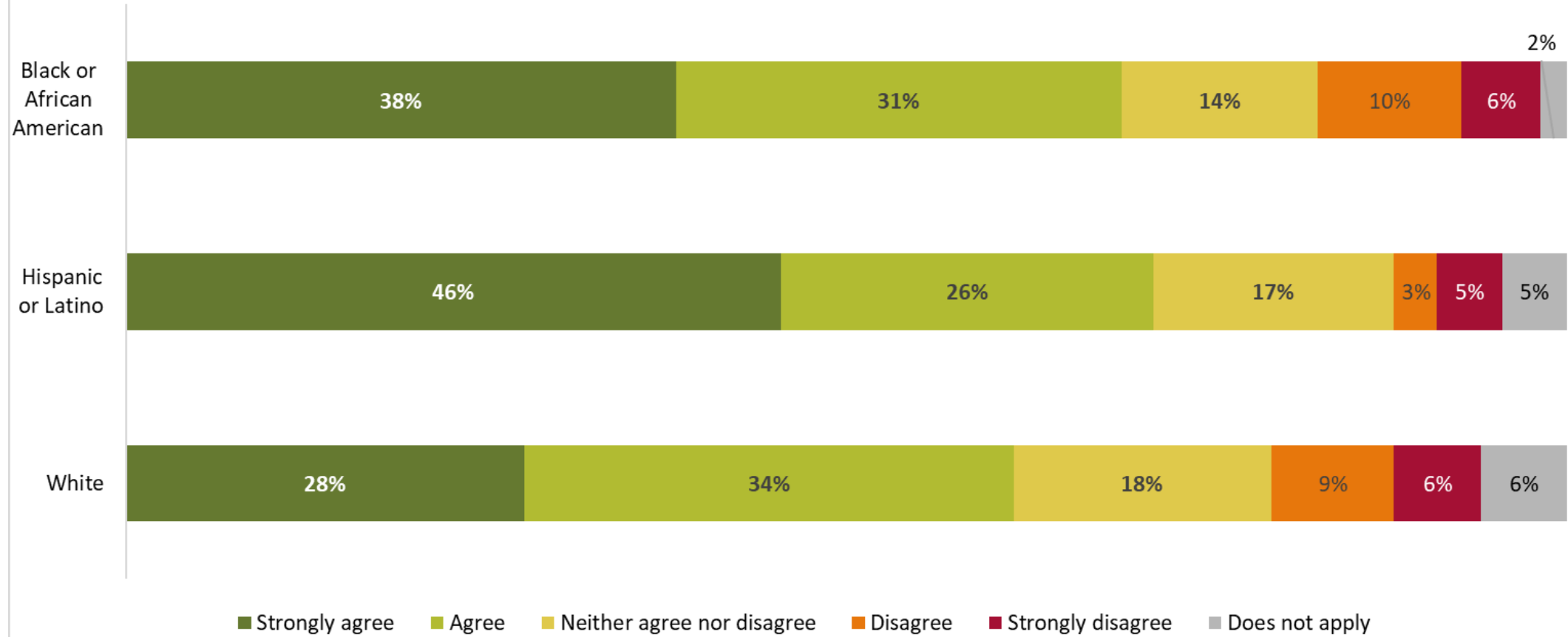
Section G

Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

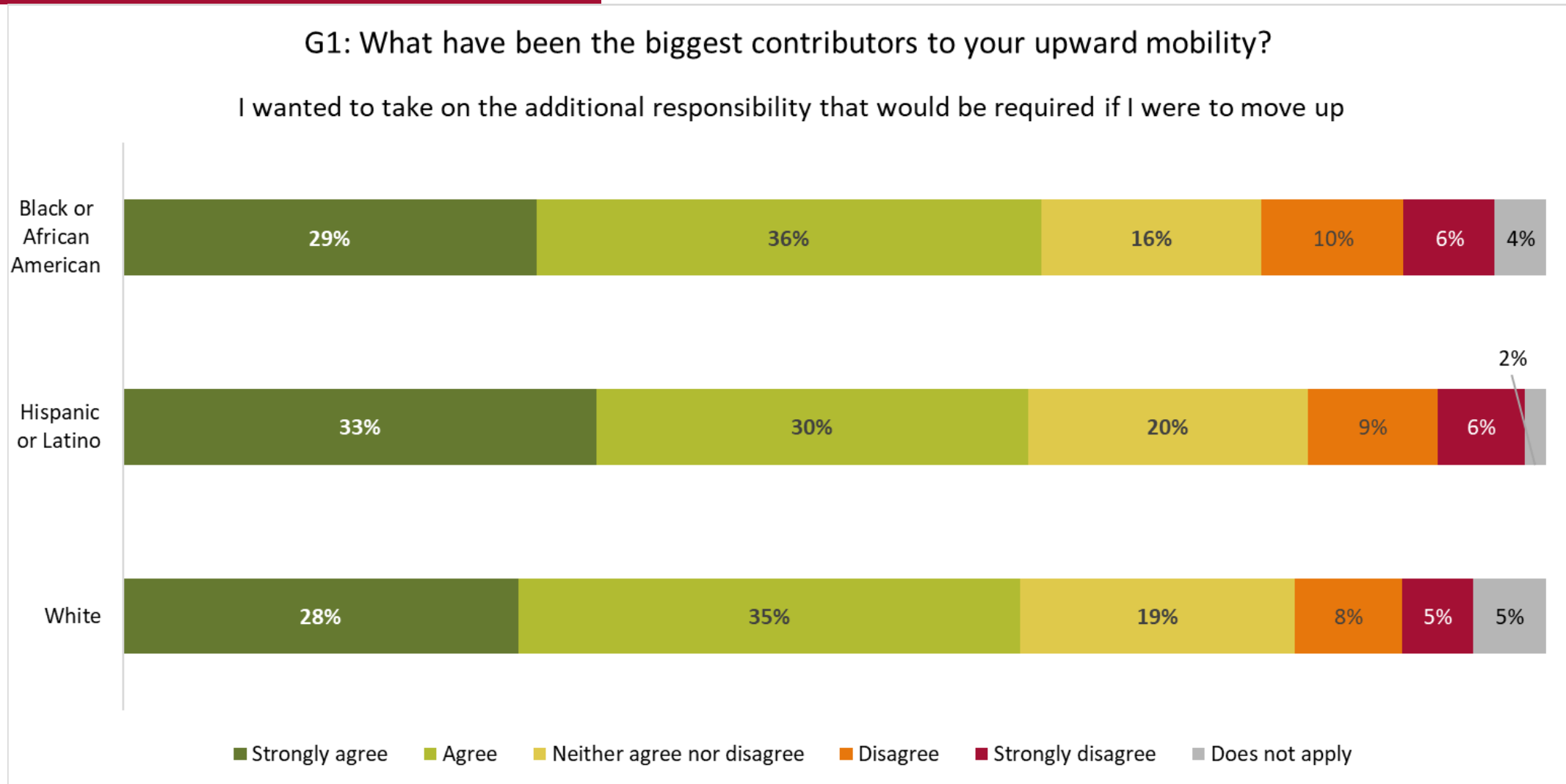
I was interested in moving up



Section G

Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



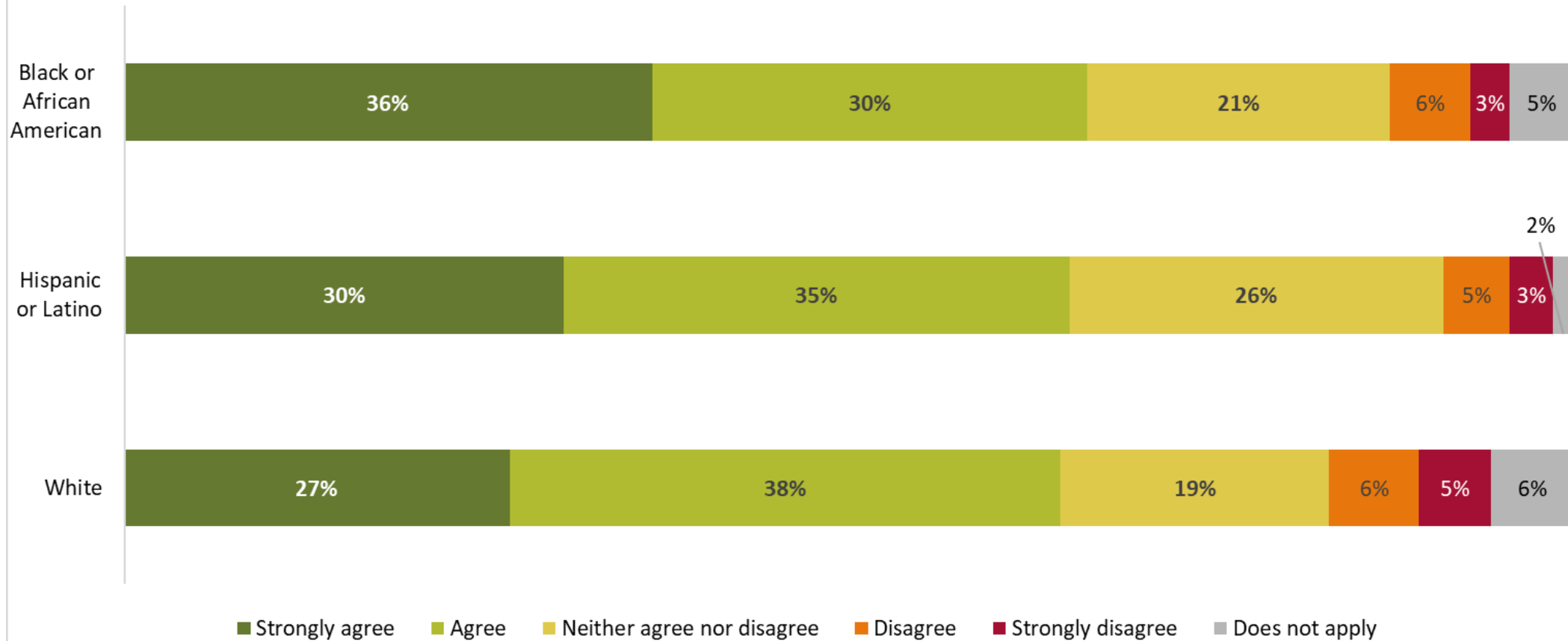
Section G

Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I believed moving up was possible



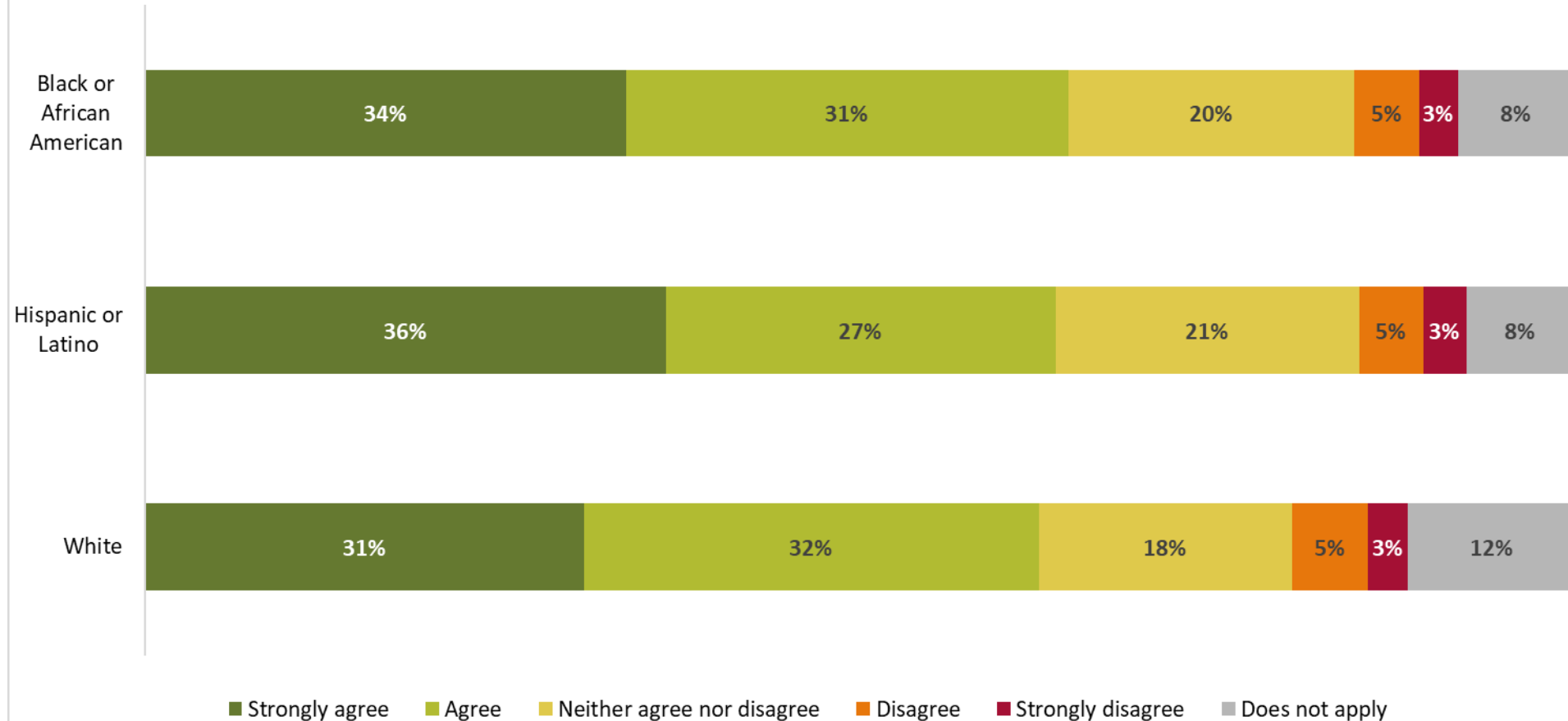
Section G

Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

My family and/or peers were supportive of me trying to move up

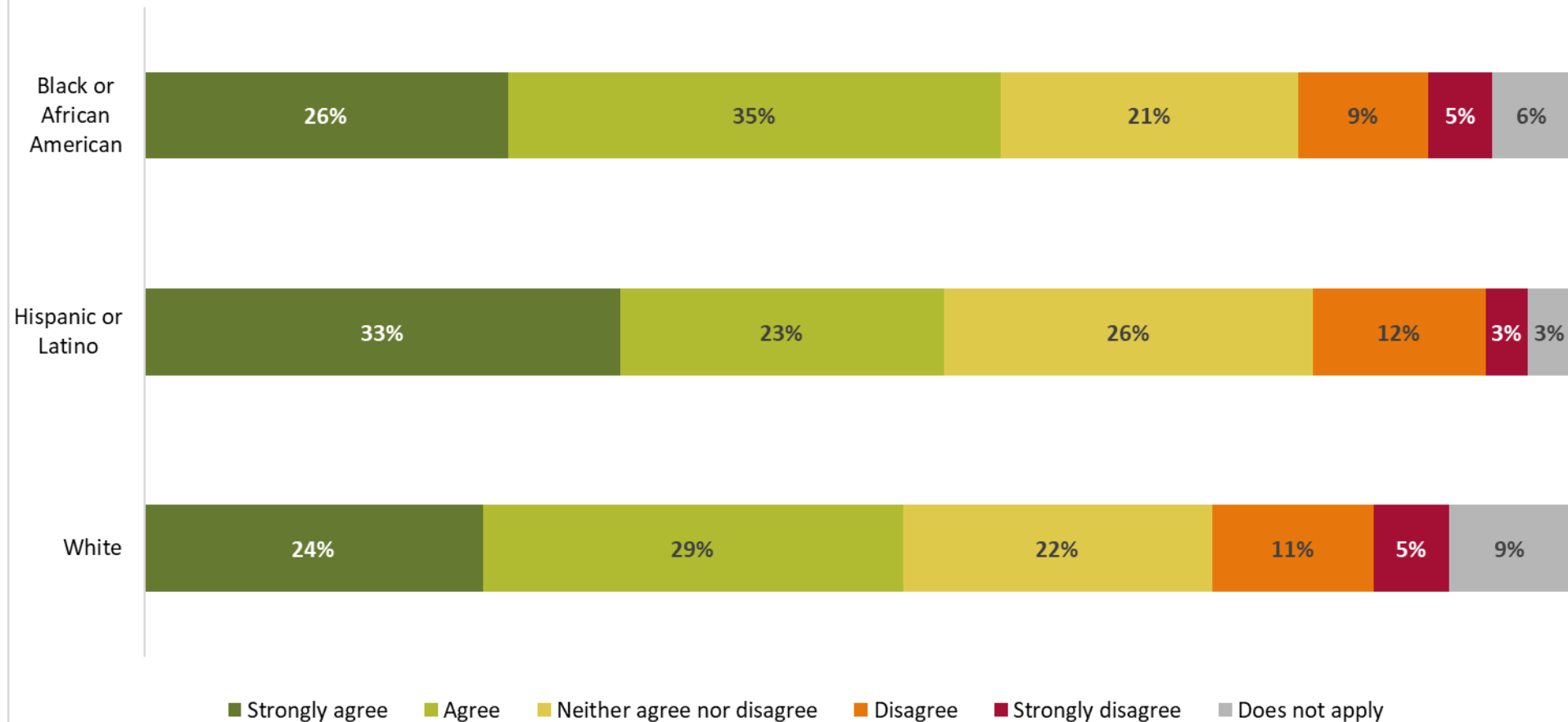


Section G
Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

I was not afraid to be rejected for a job application

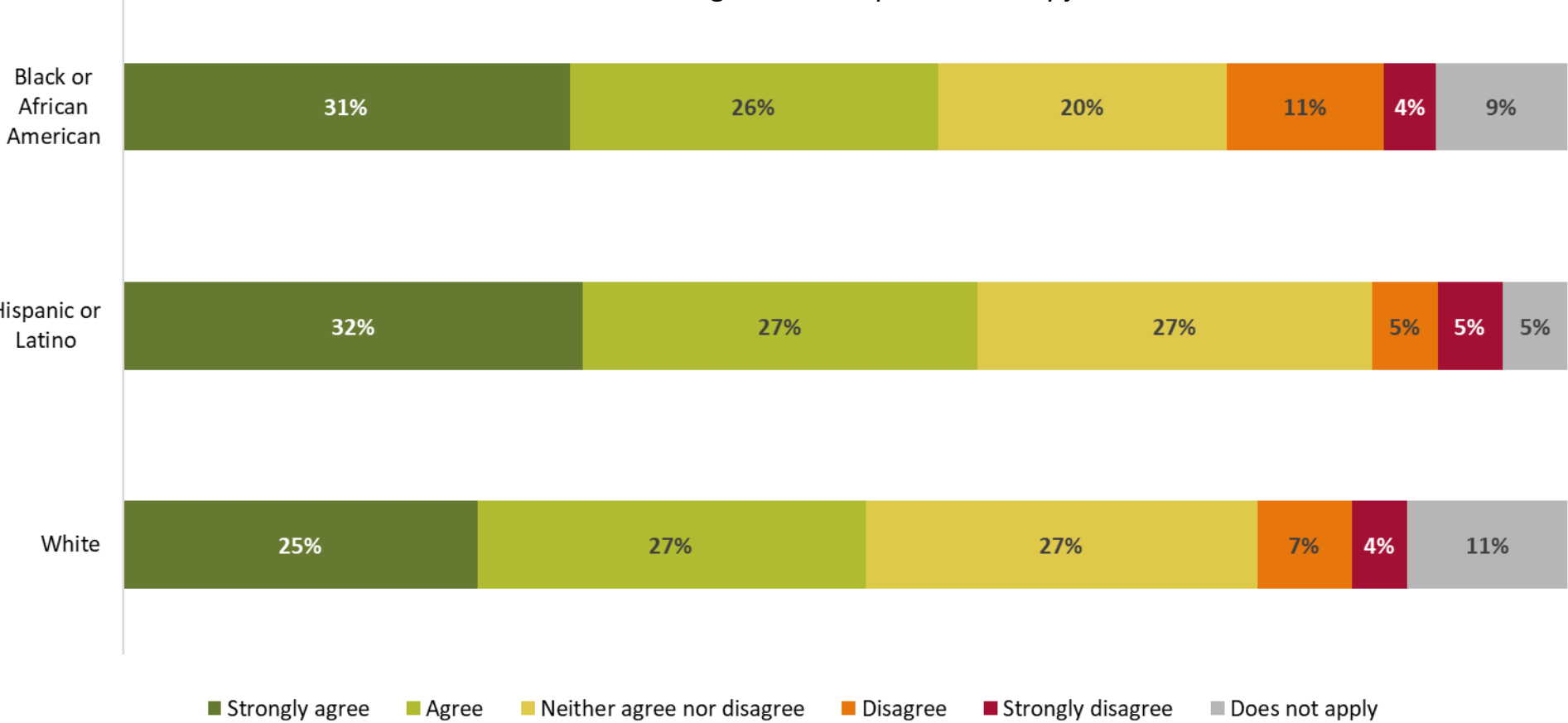


Section G
Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

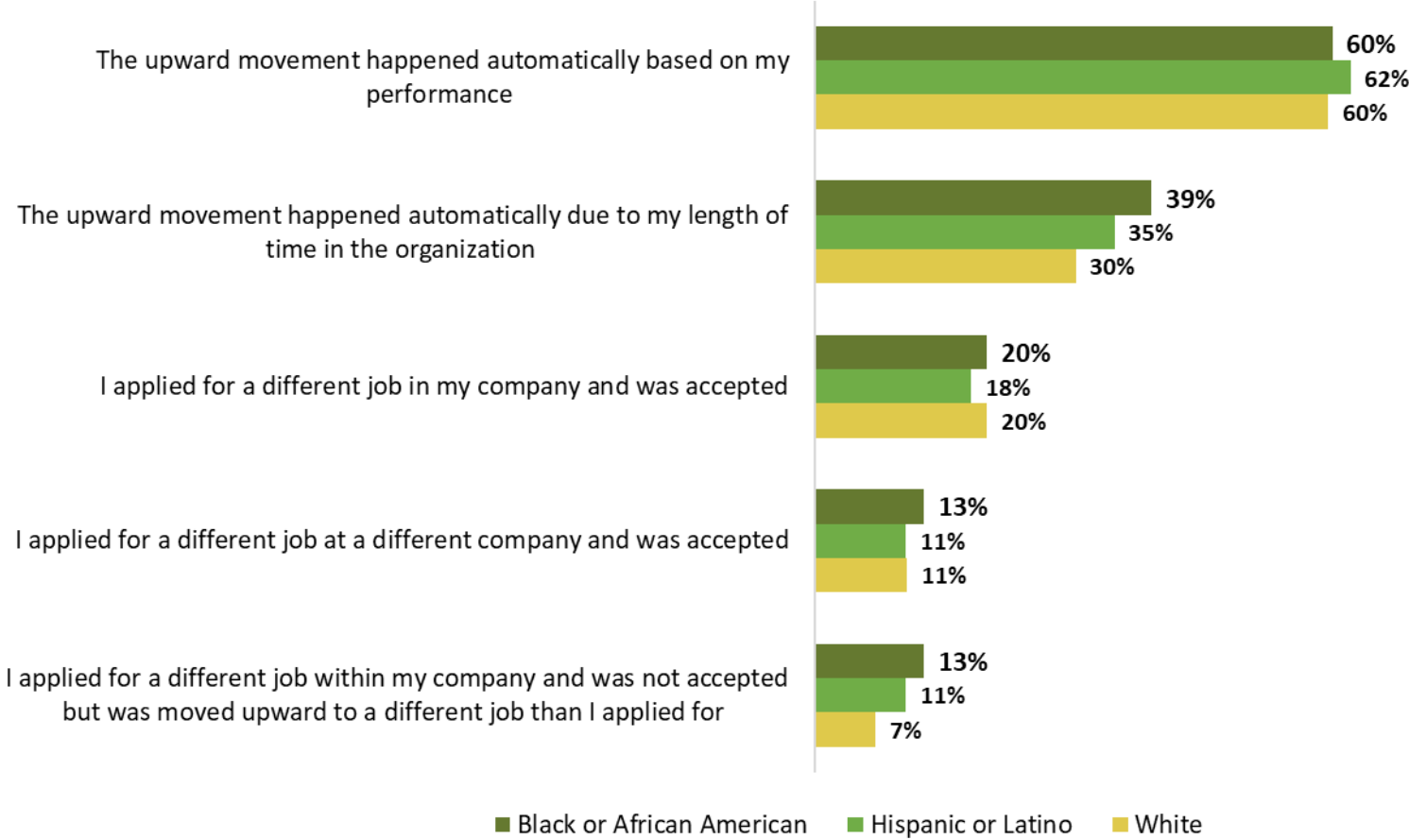
I did not worry that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section G

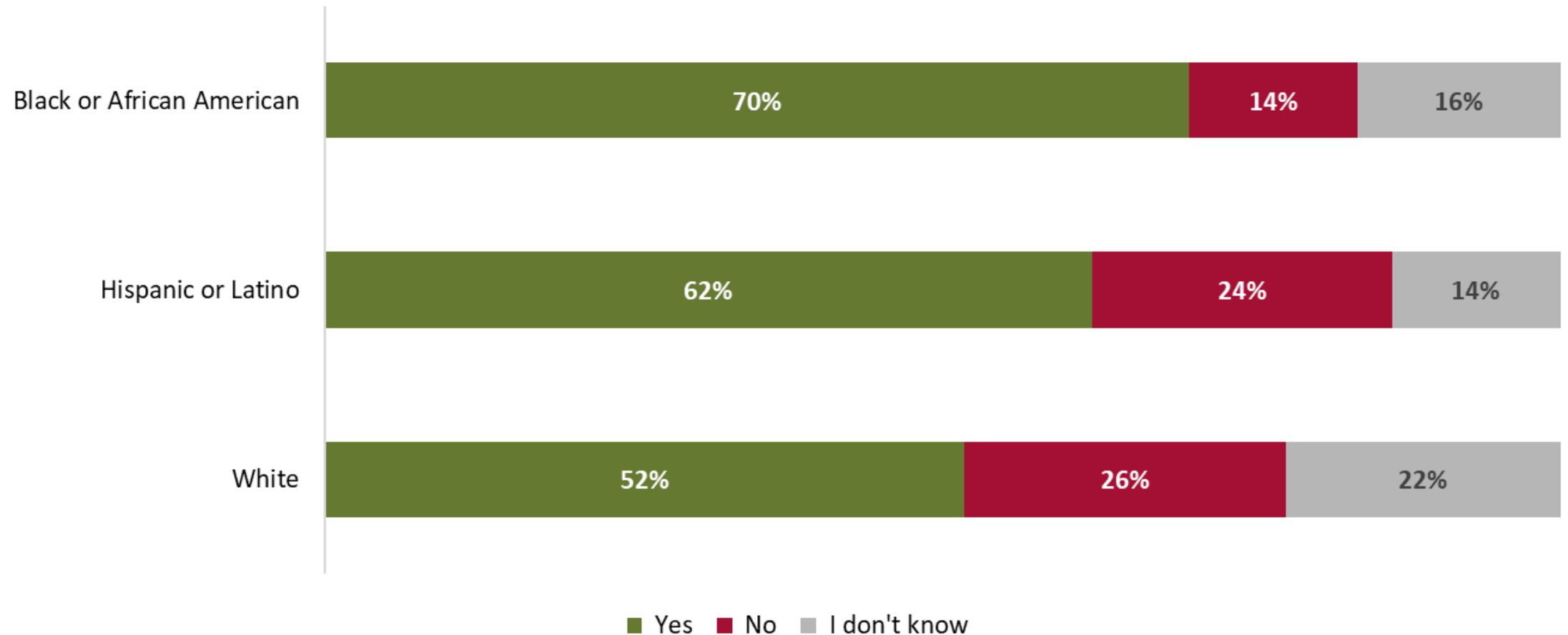
G2: What action did you take that led to these positive increases in your upward mobility?



Section G

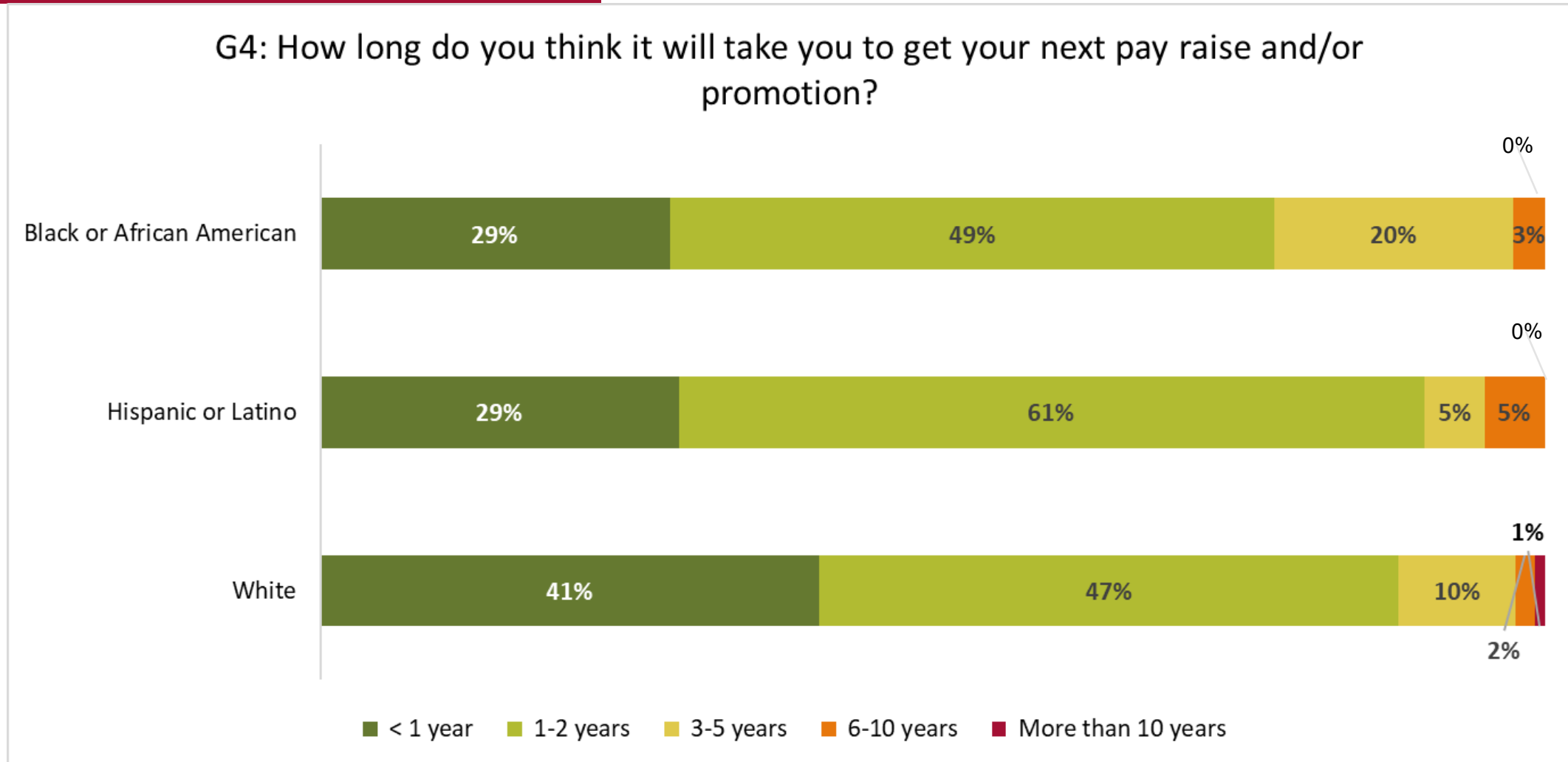
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G3: Do you expect to have further upward mobility in your future (at your current company or elsewhere)?



Section G

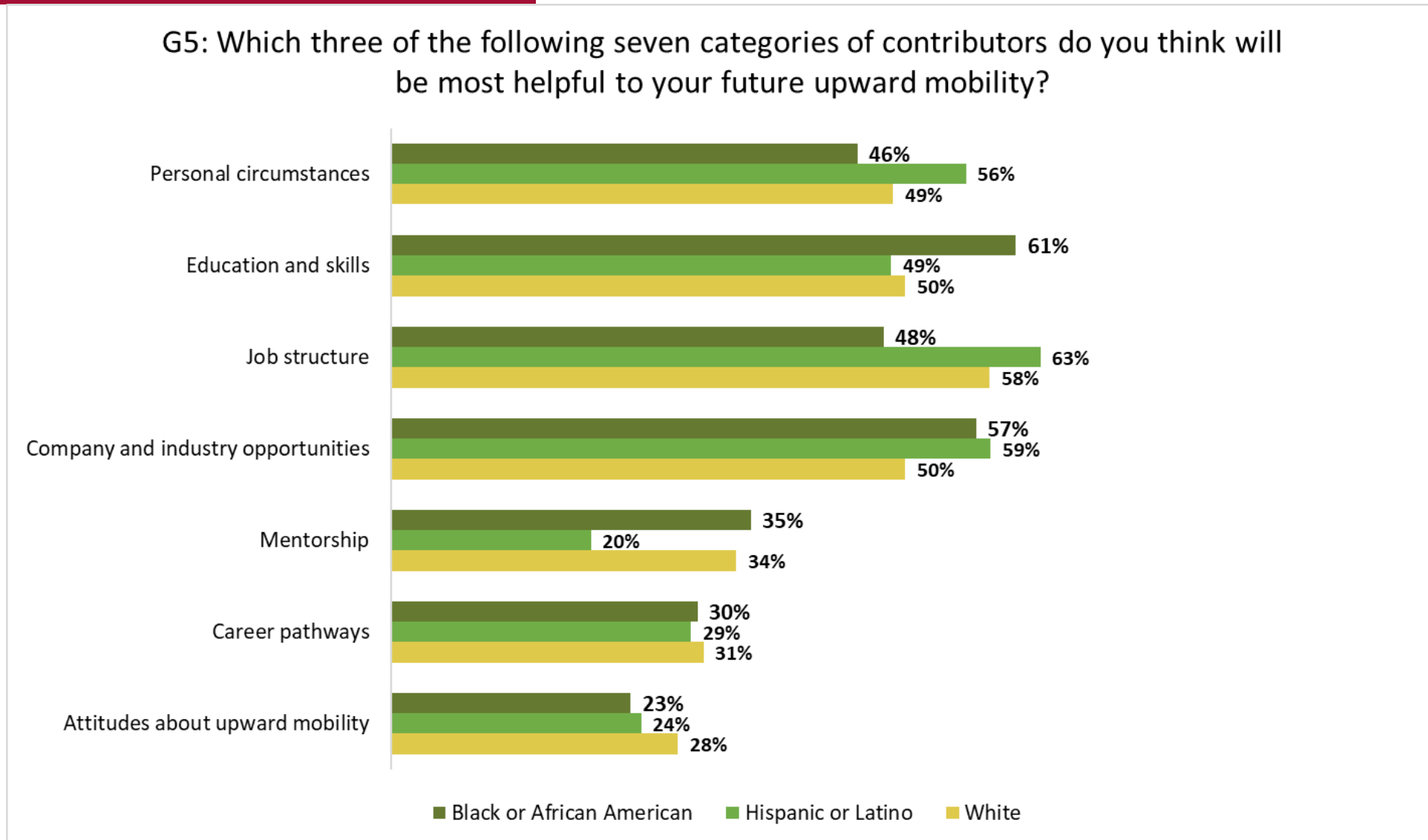
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents who expect upward mobility in the future answered this question.

Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

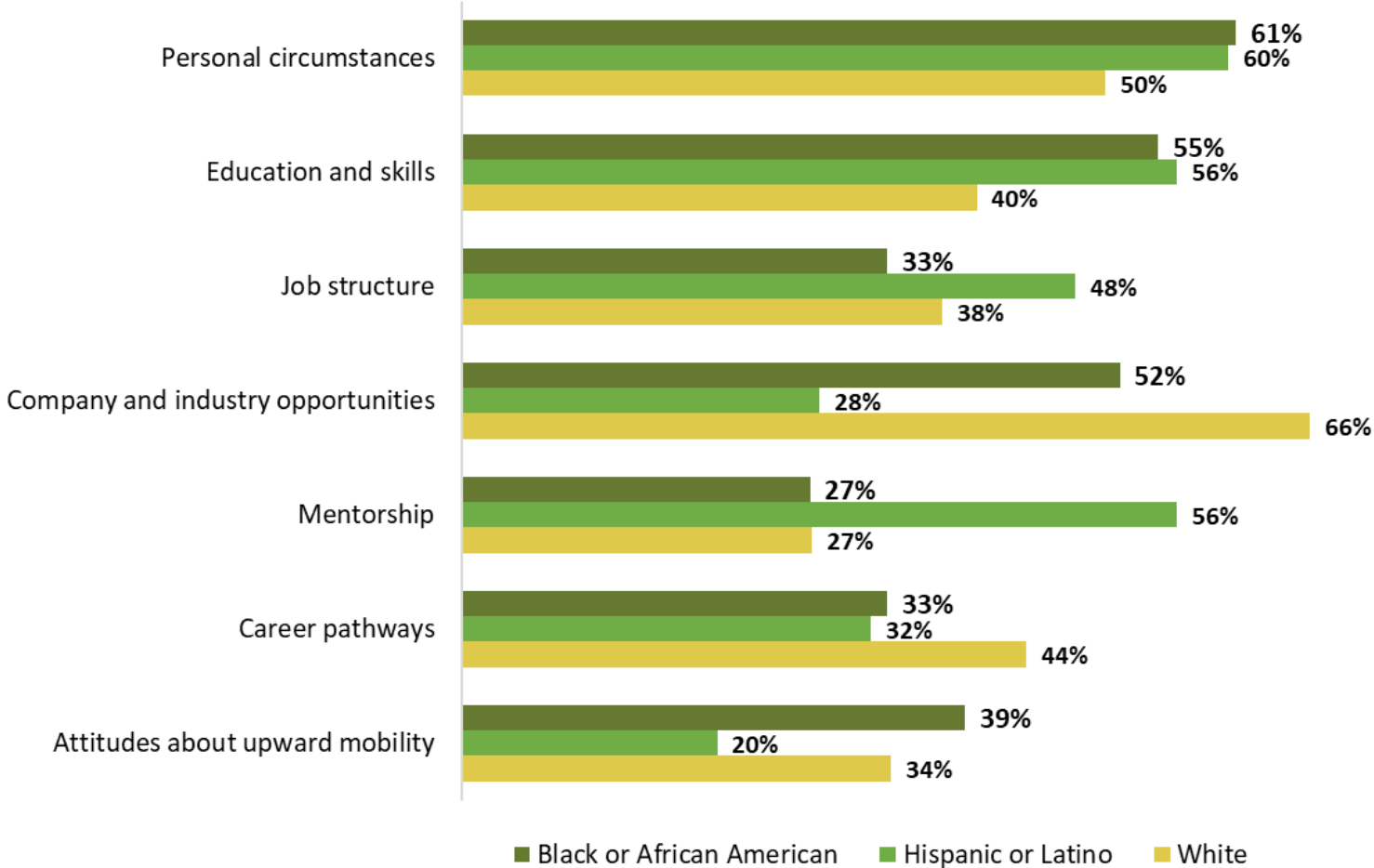


Note: Only respondents who expect upward mobility in the future answered this question.

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section G

G8: Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility?



Note: Only respondents who don't know or do not expect upward mobility in the future answered this question.

Section H

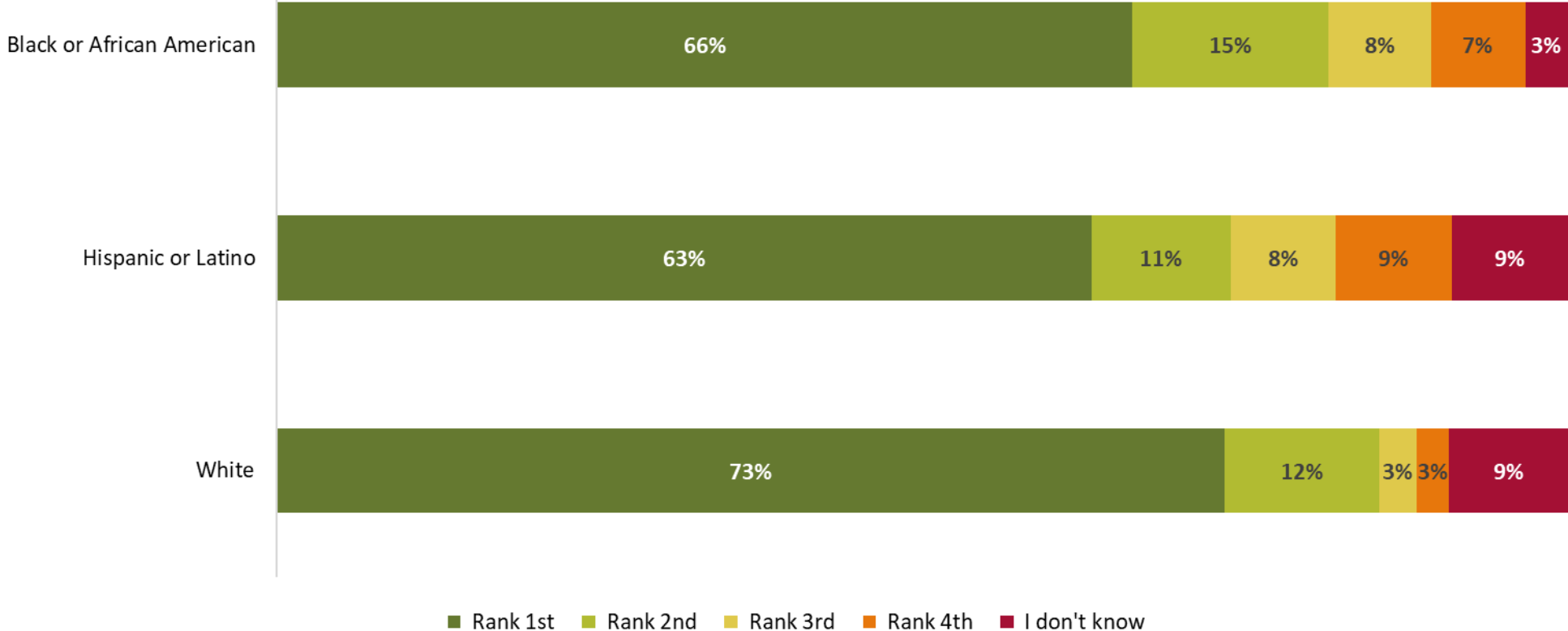
Your attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

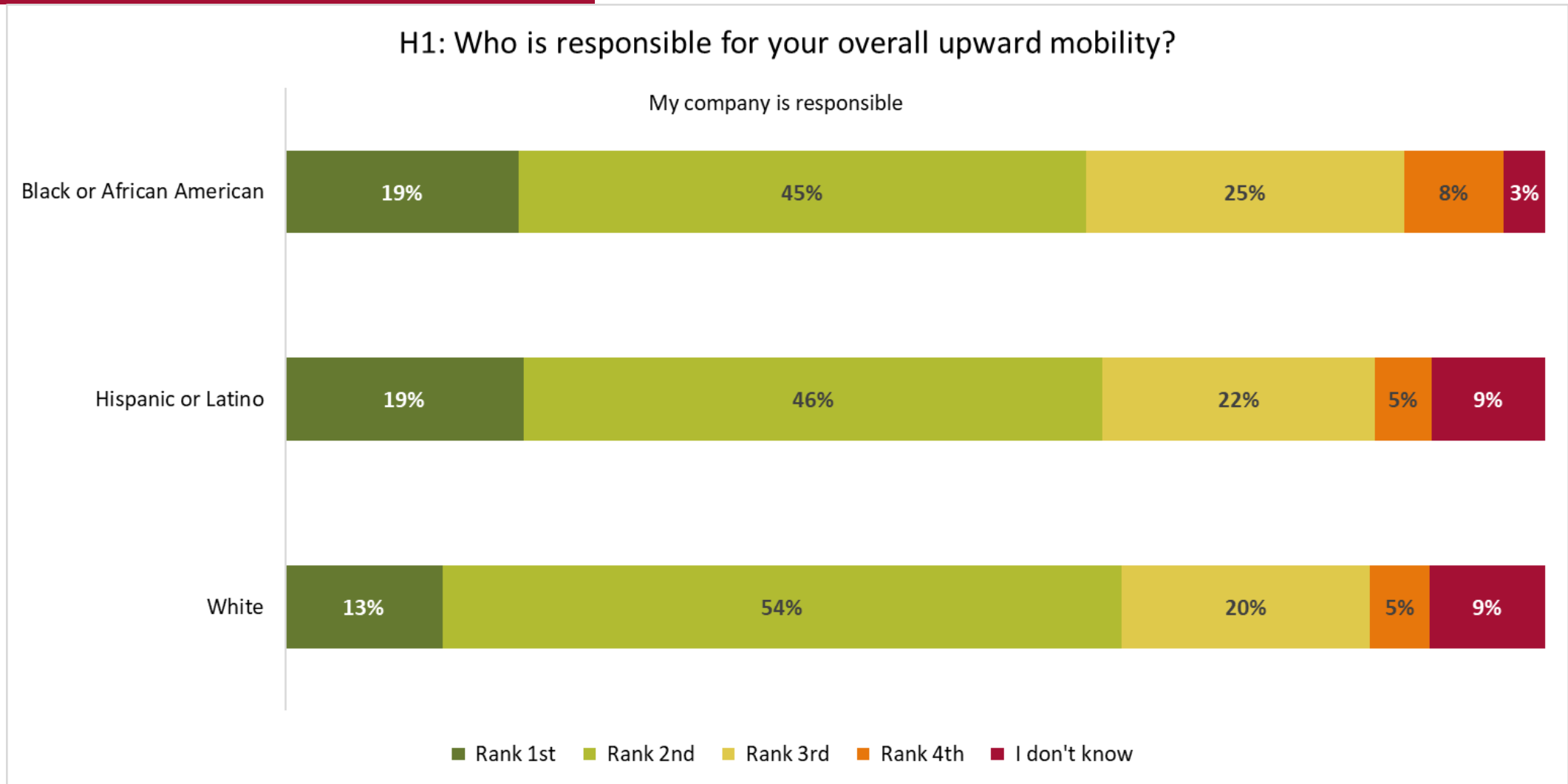
H1: Who is responsible for your overall upward mobility?

I am responsible



Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

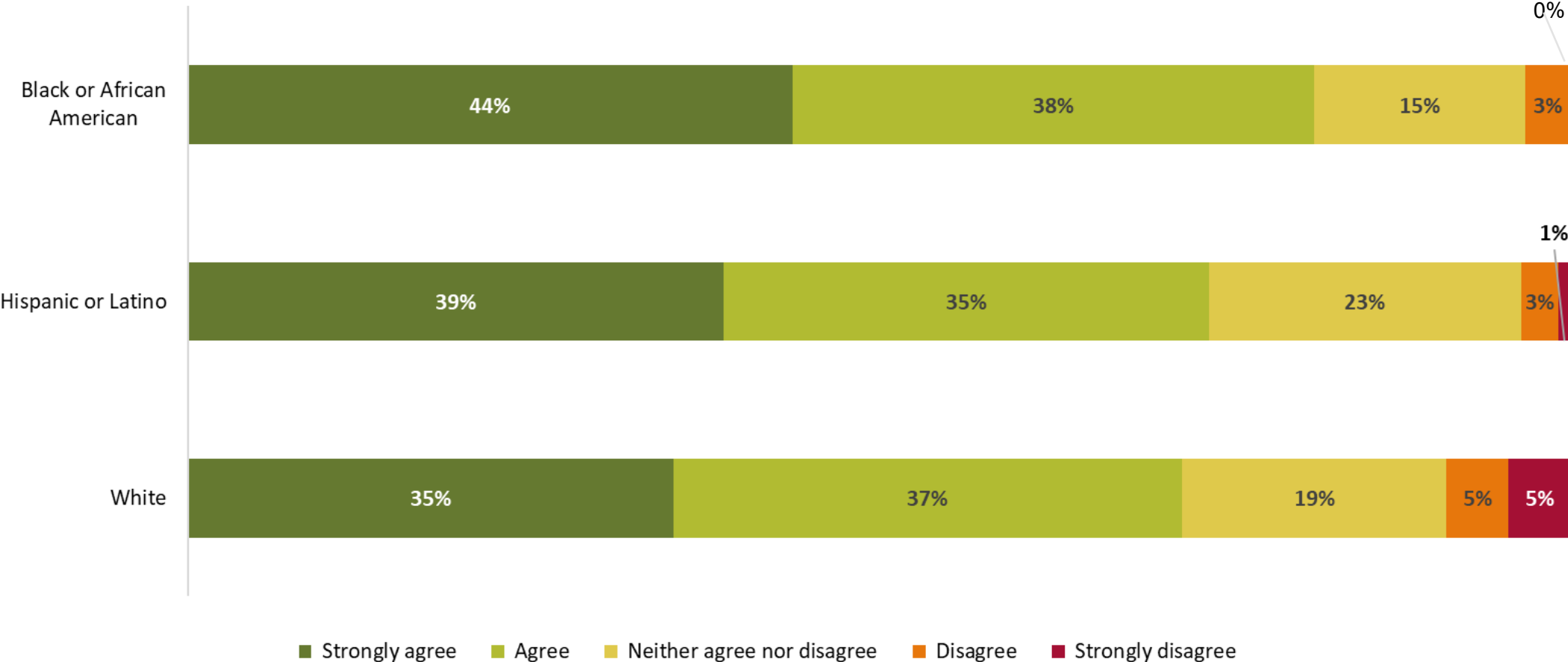


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe I should have the opportunity to move up

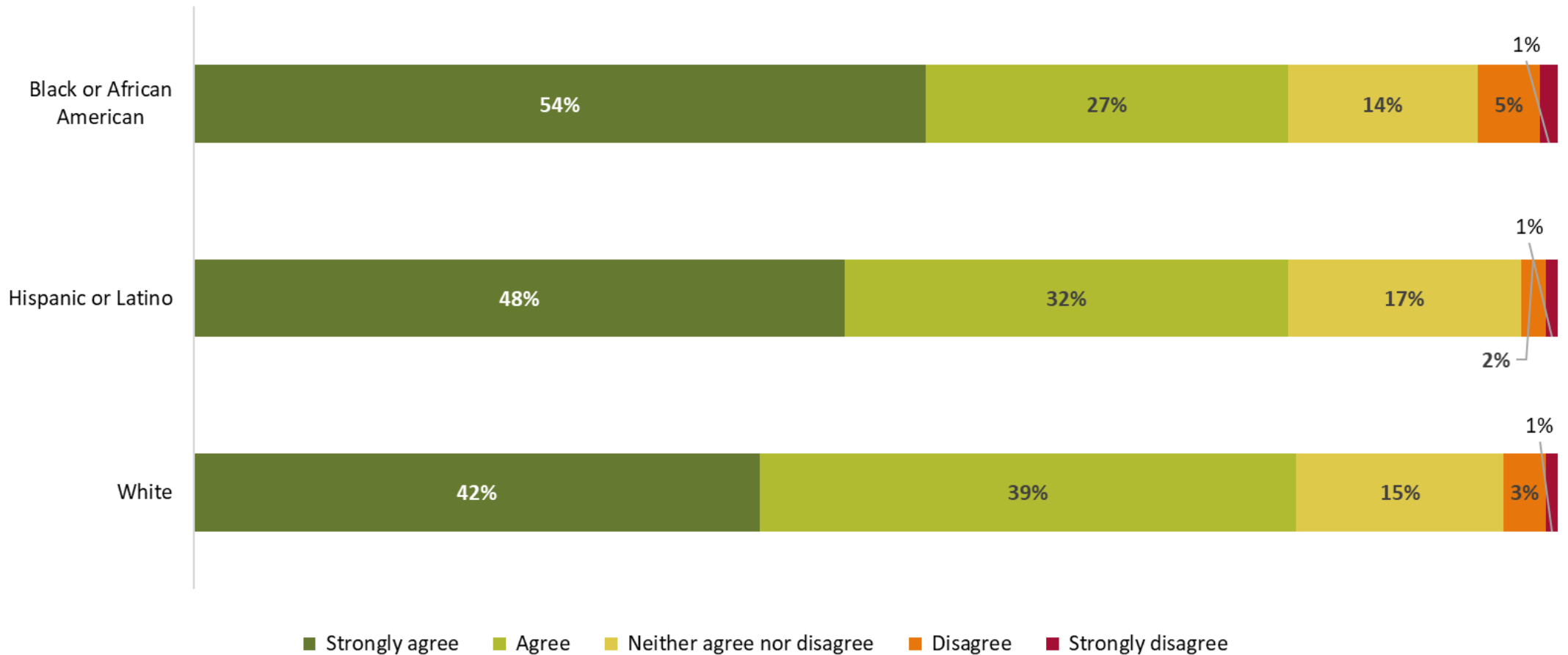


Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe all workers should have the opportunity to move up

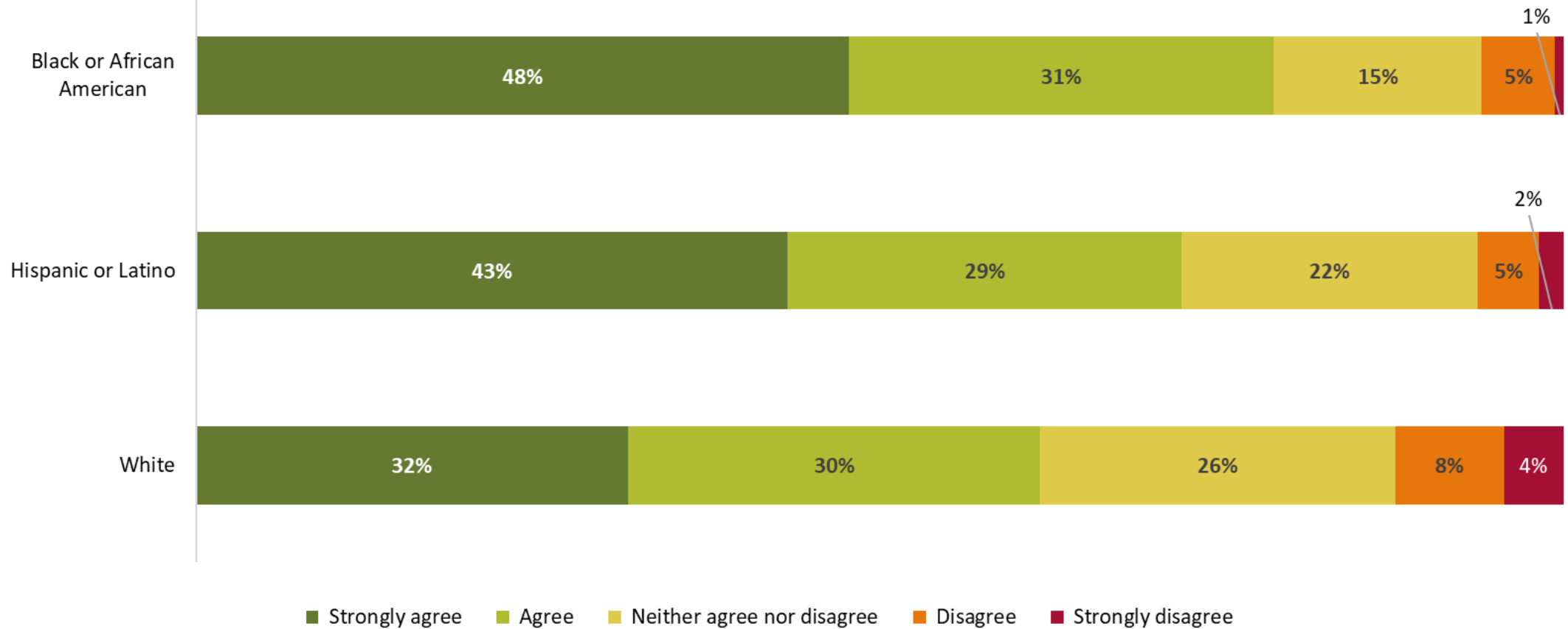


Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

If I work hard, I will be able to move up

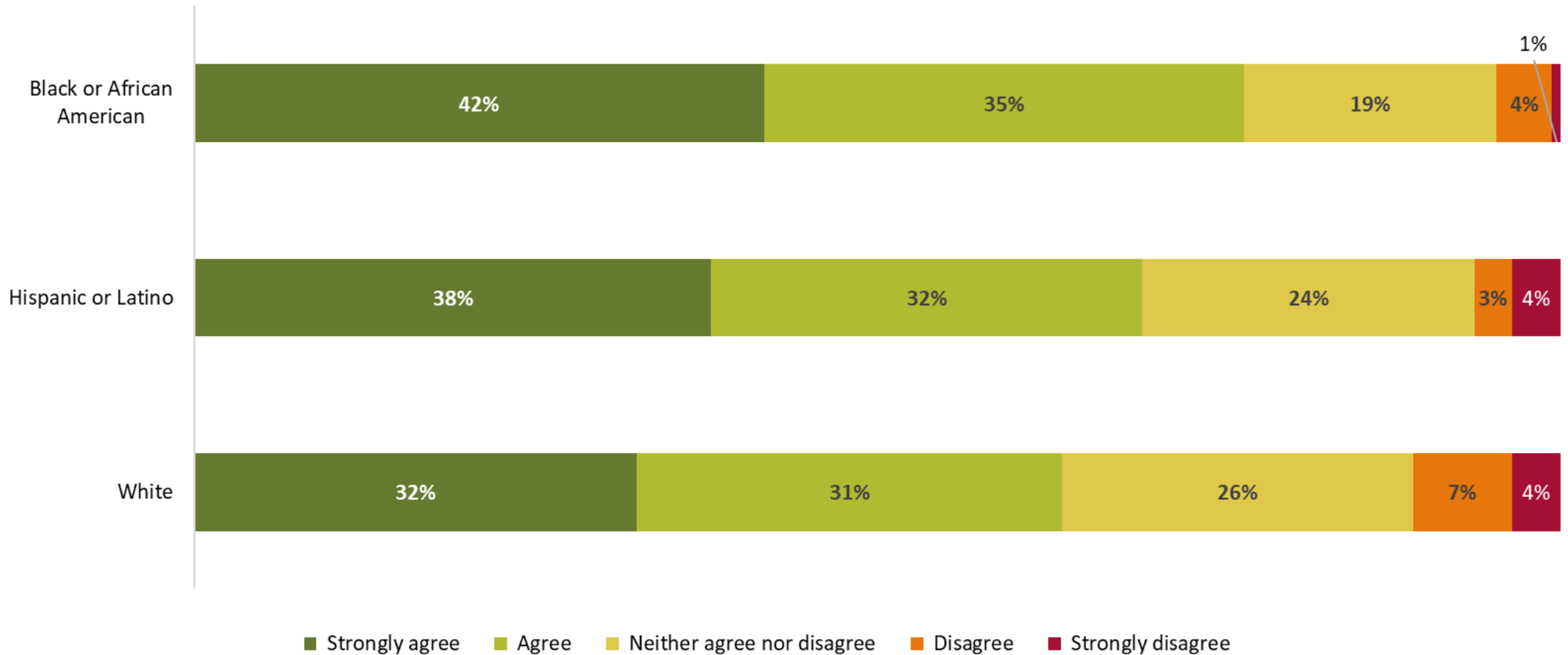


Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

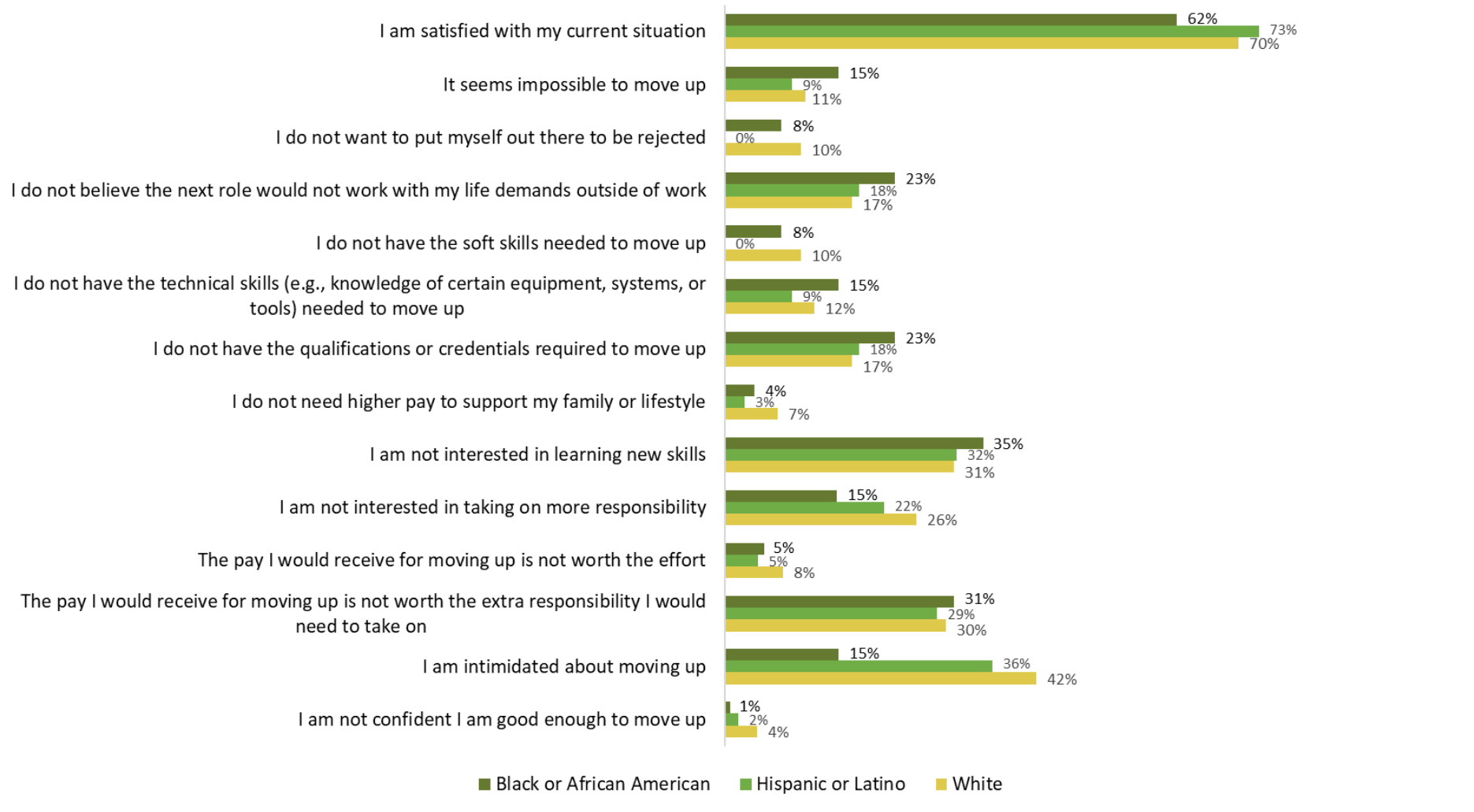
If I know what skills I need to move up and I am able to get the training I need to acquire them, I will be able to move up



Section H

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H3: I do not want to move up in my career because:



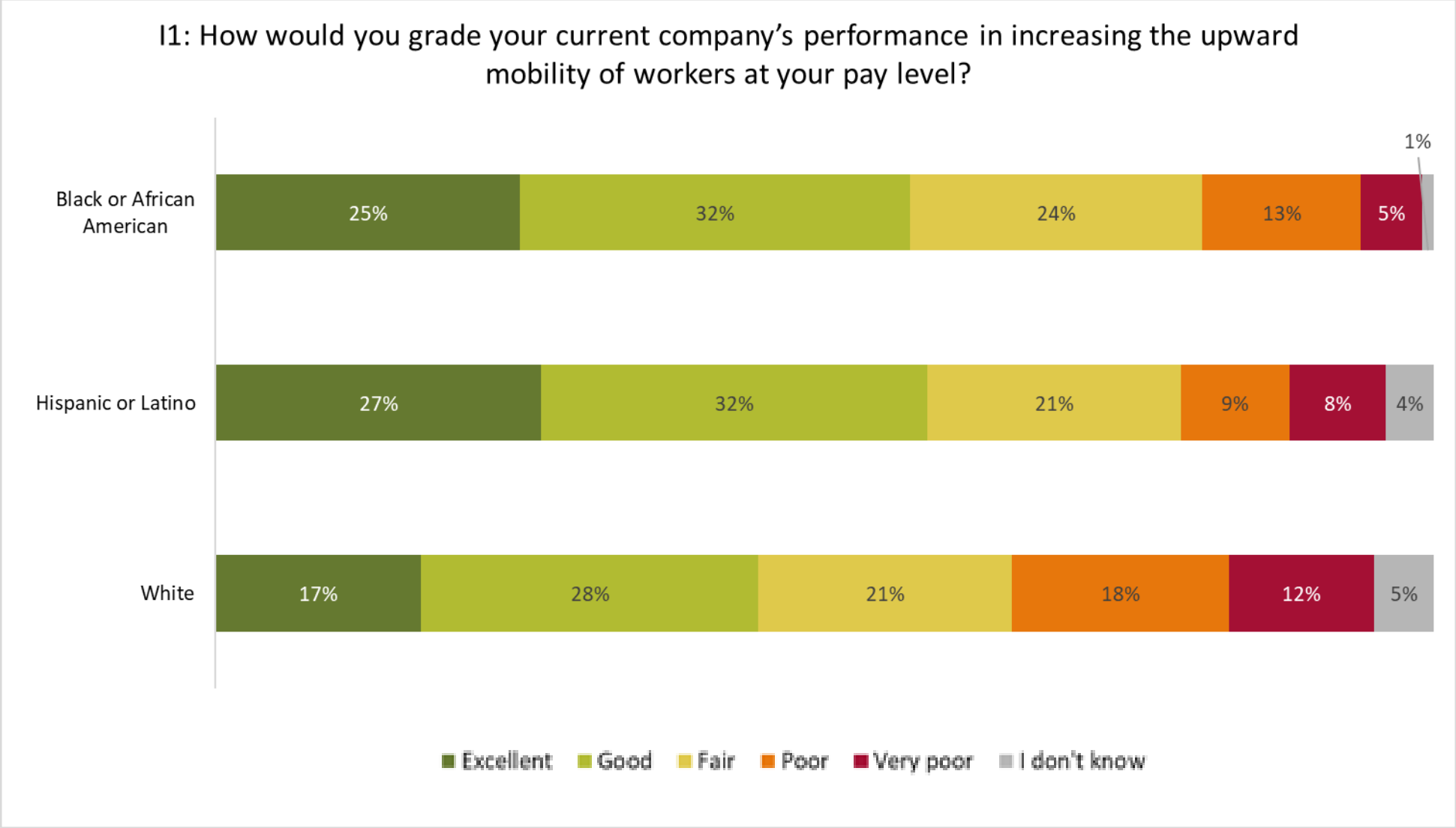
Note: Only those who do not want to move up in their career – those who answered “strongly disagree” or “disagree” in previous question “I want to move up in my career” – answered this question

Section I

Final thoughts

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

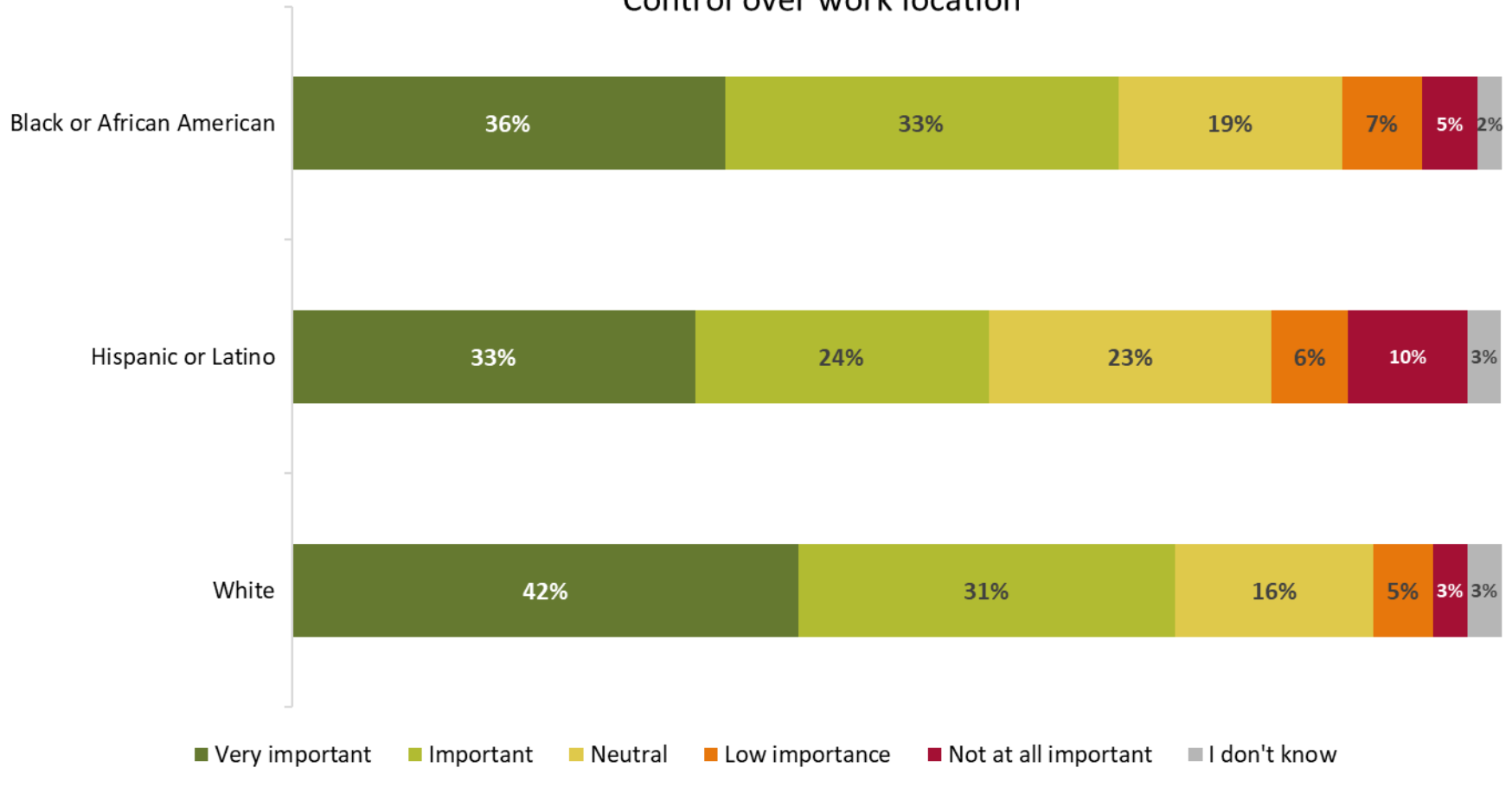
Section I



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

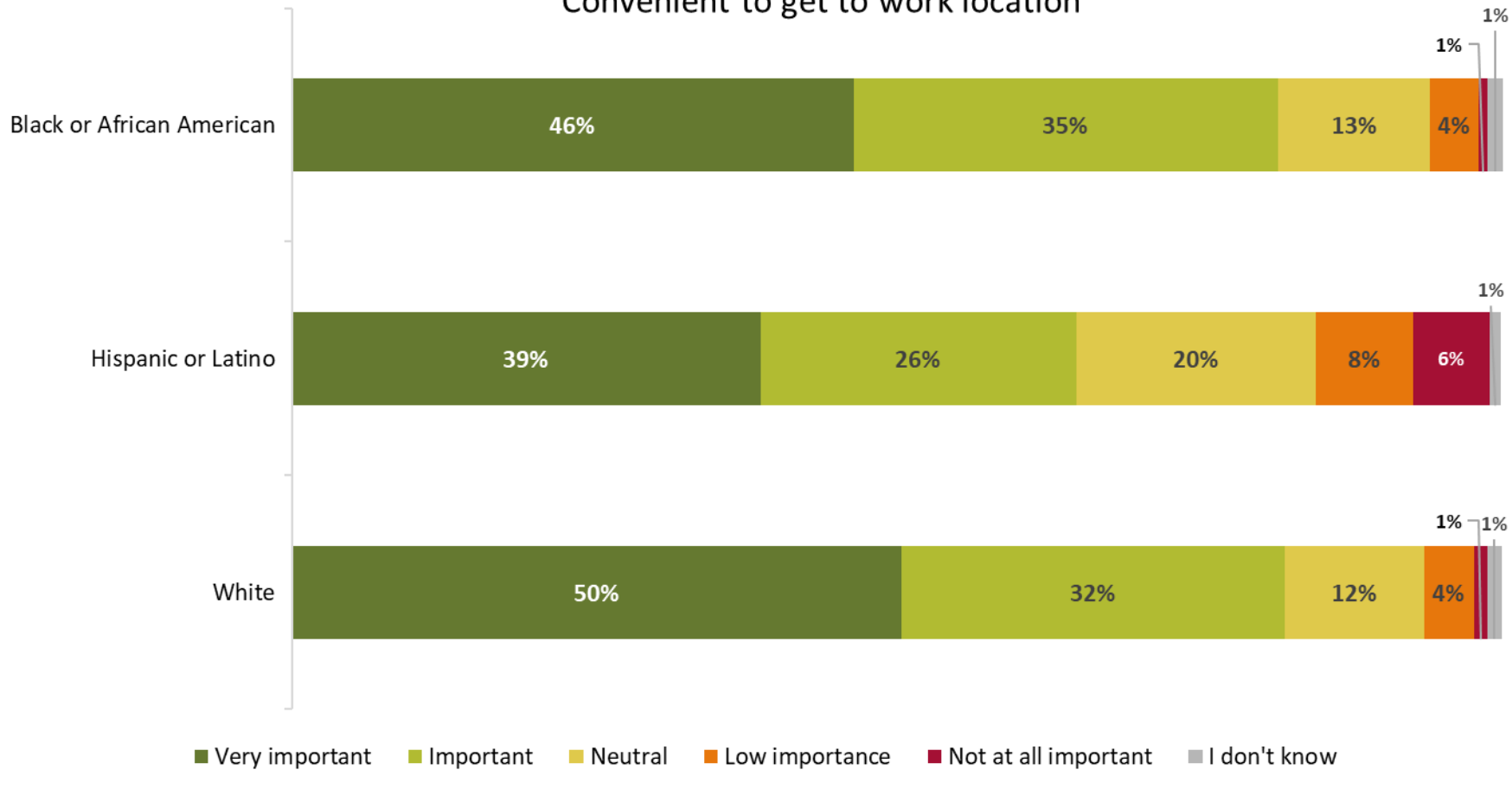
I2: Please rate how important the following factors would be to you if you were to search for another job:
Control over work location



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:
Convenient to get to work location

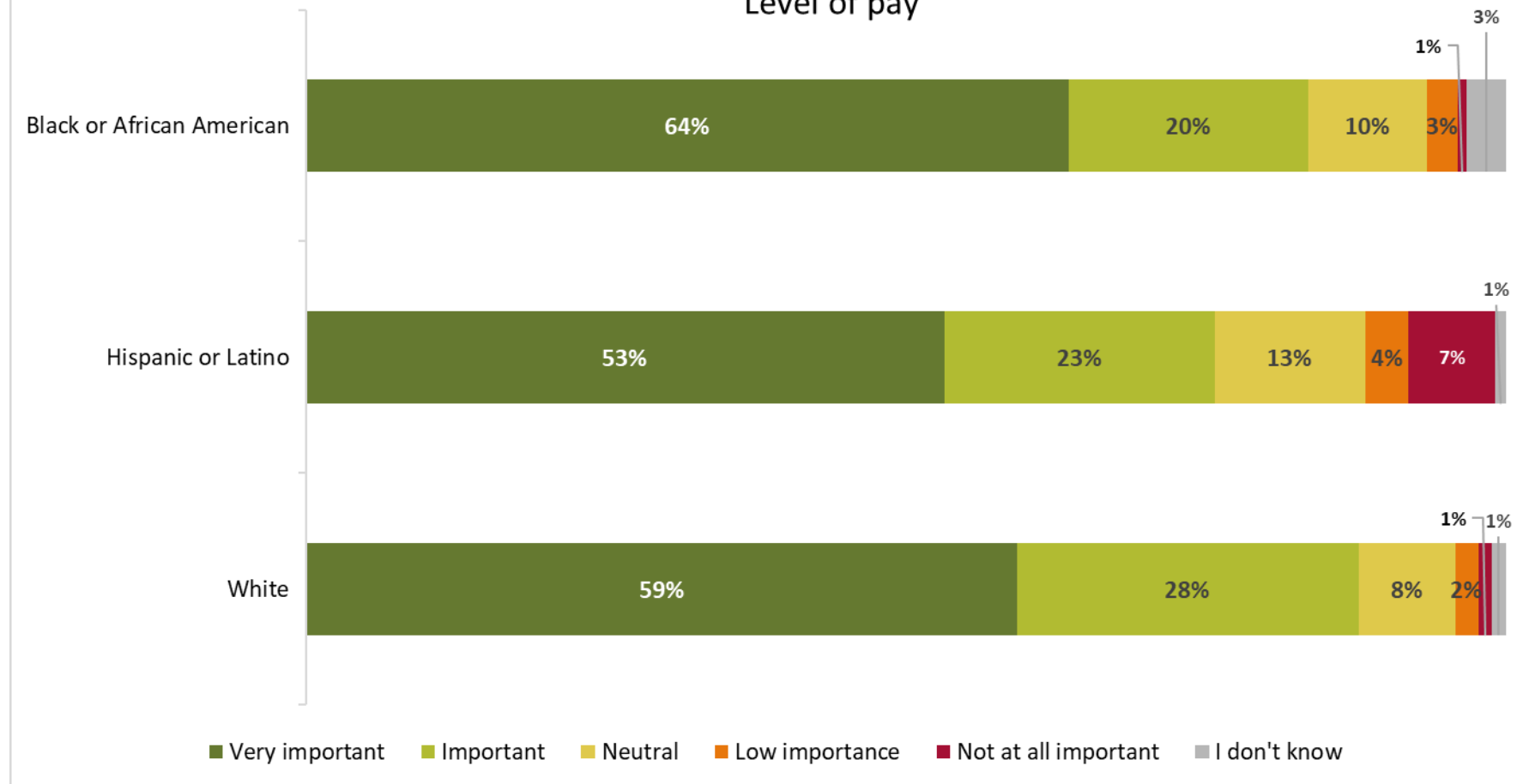


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:

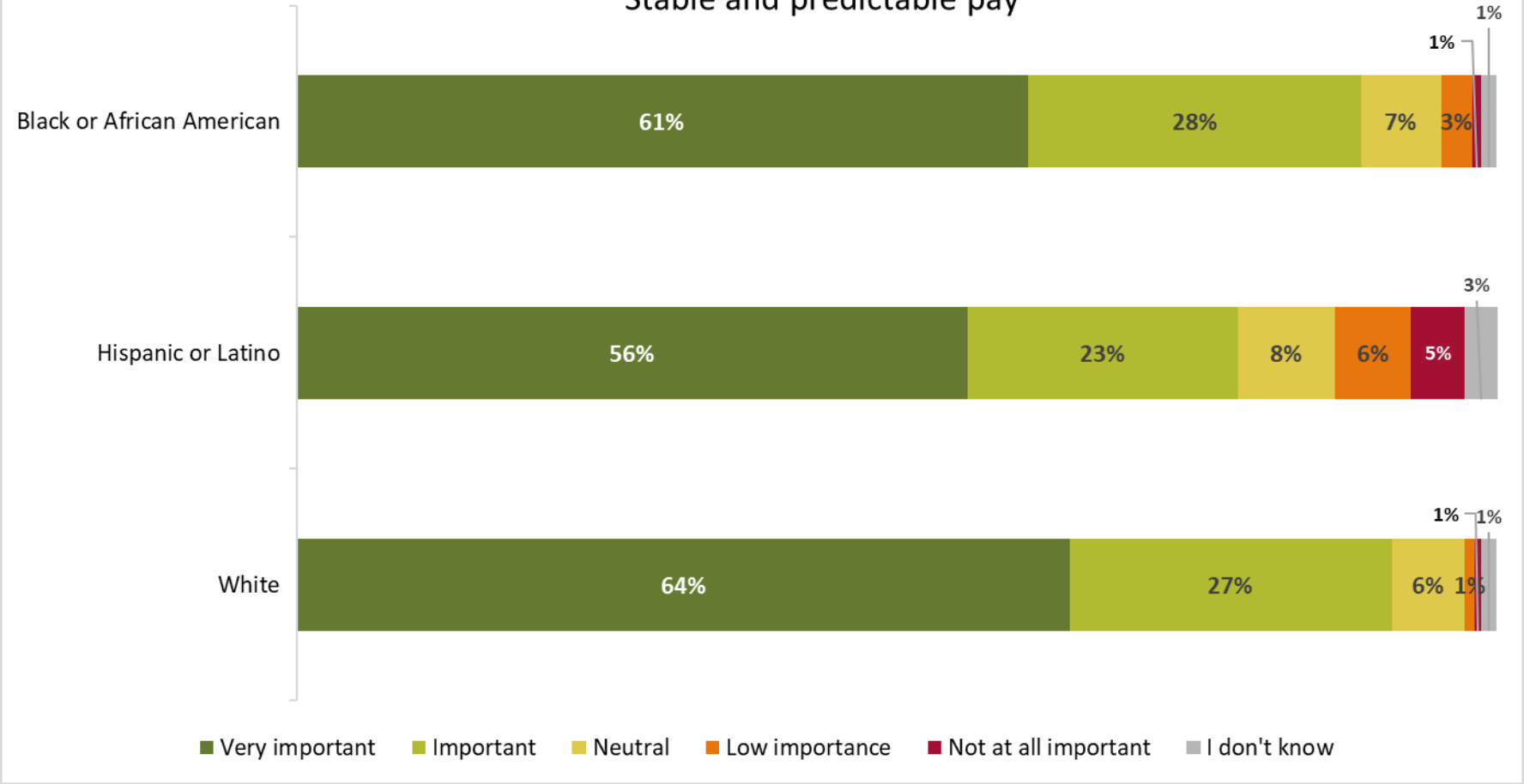
Level of pay



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

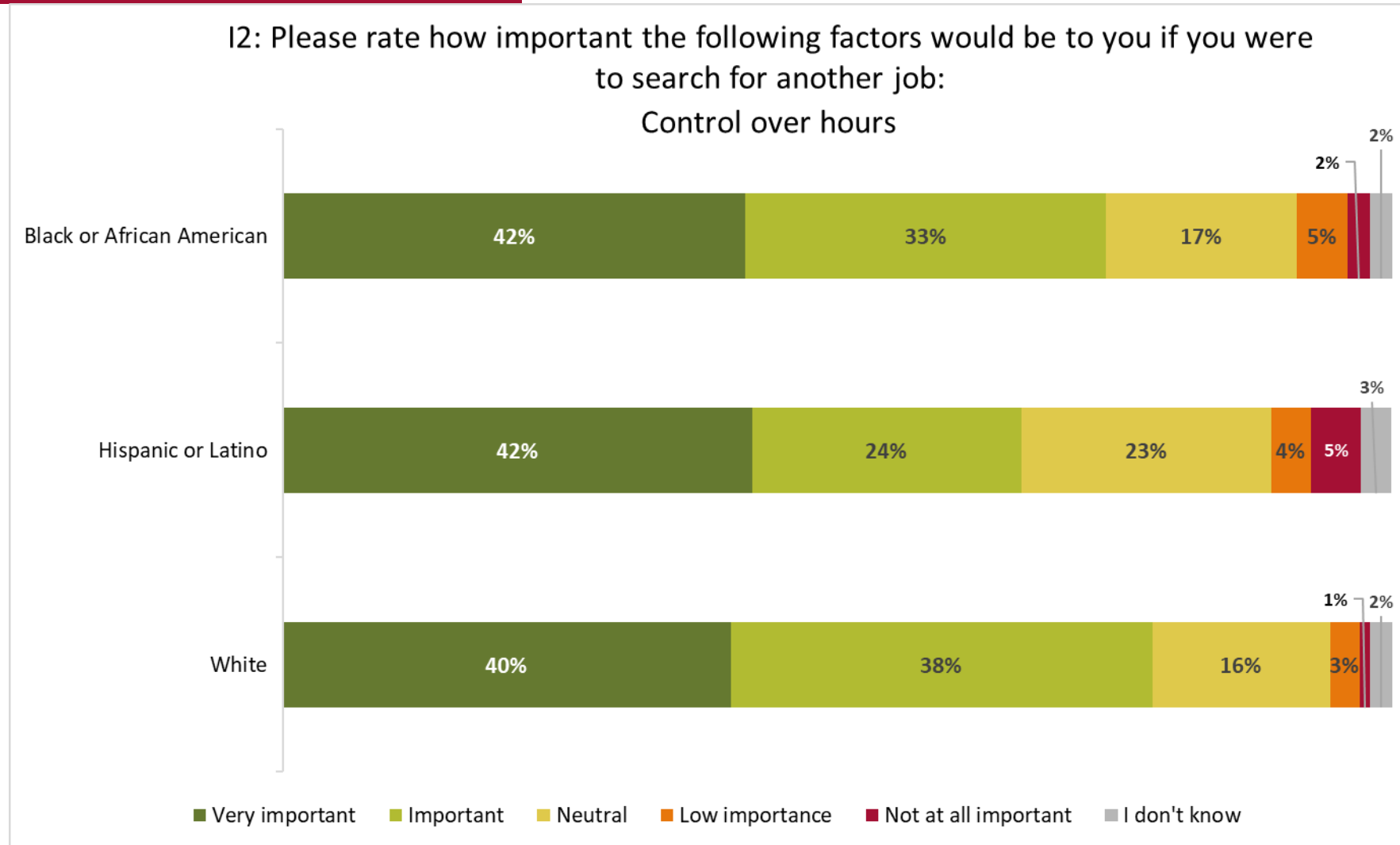
I2: Please rate how important the following factors would be to you if you were to search for another job:
Stable and predictable pay



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

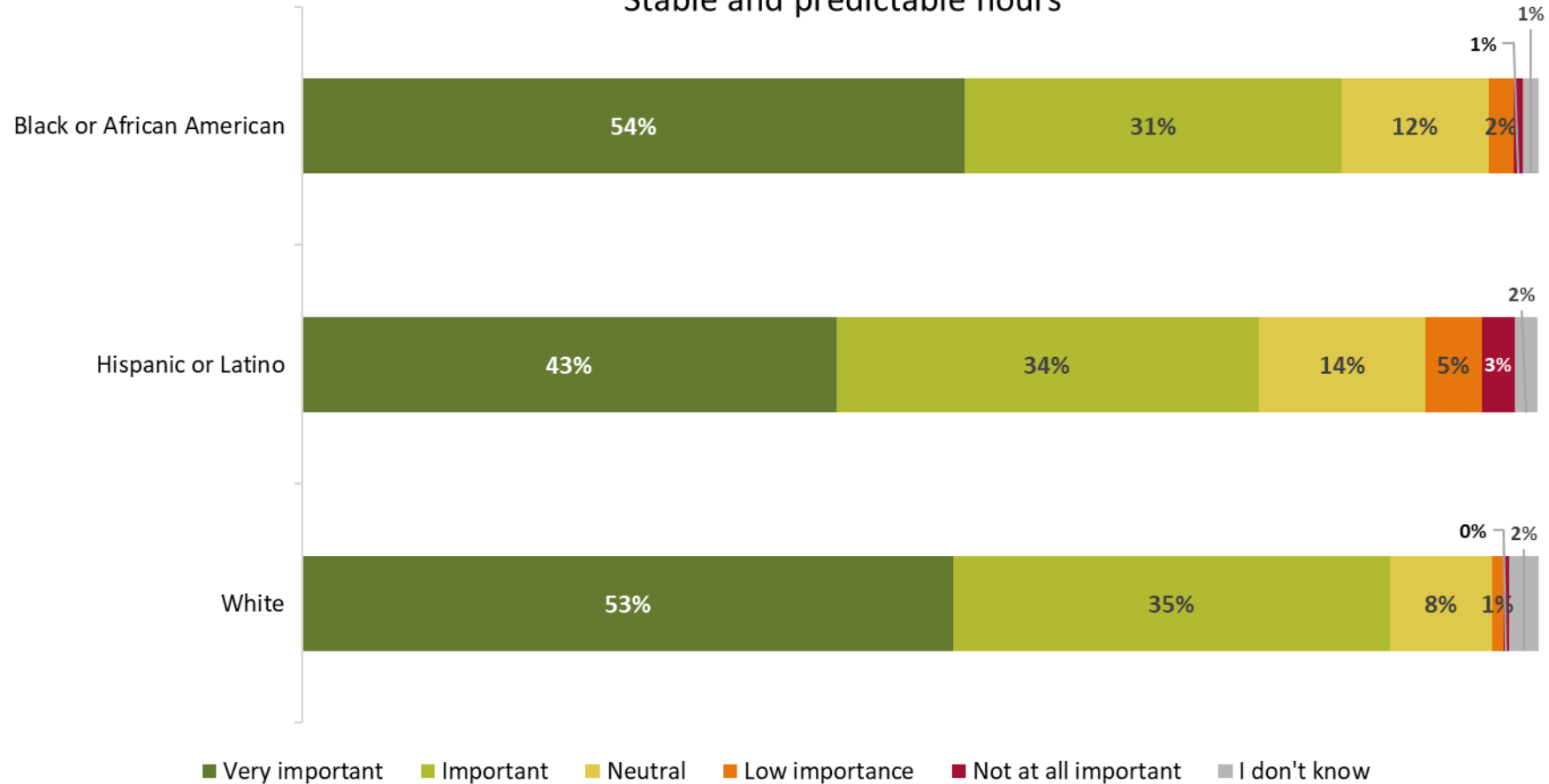
I2: Please rate how important the following factors would be to you if you were to search for another job:
Control over hours



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

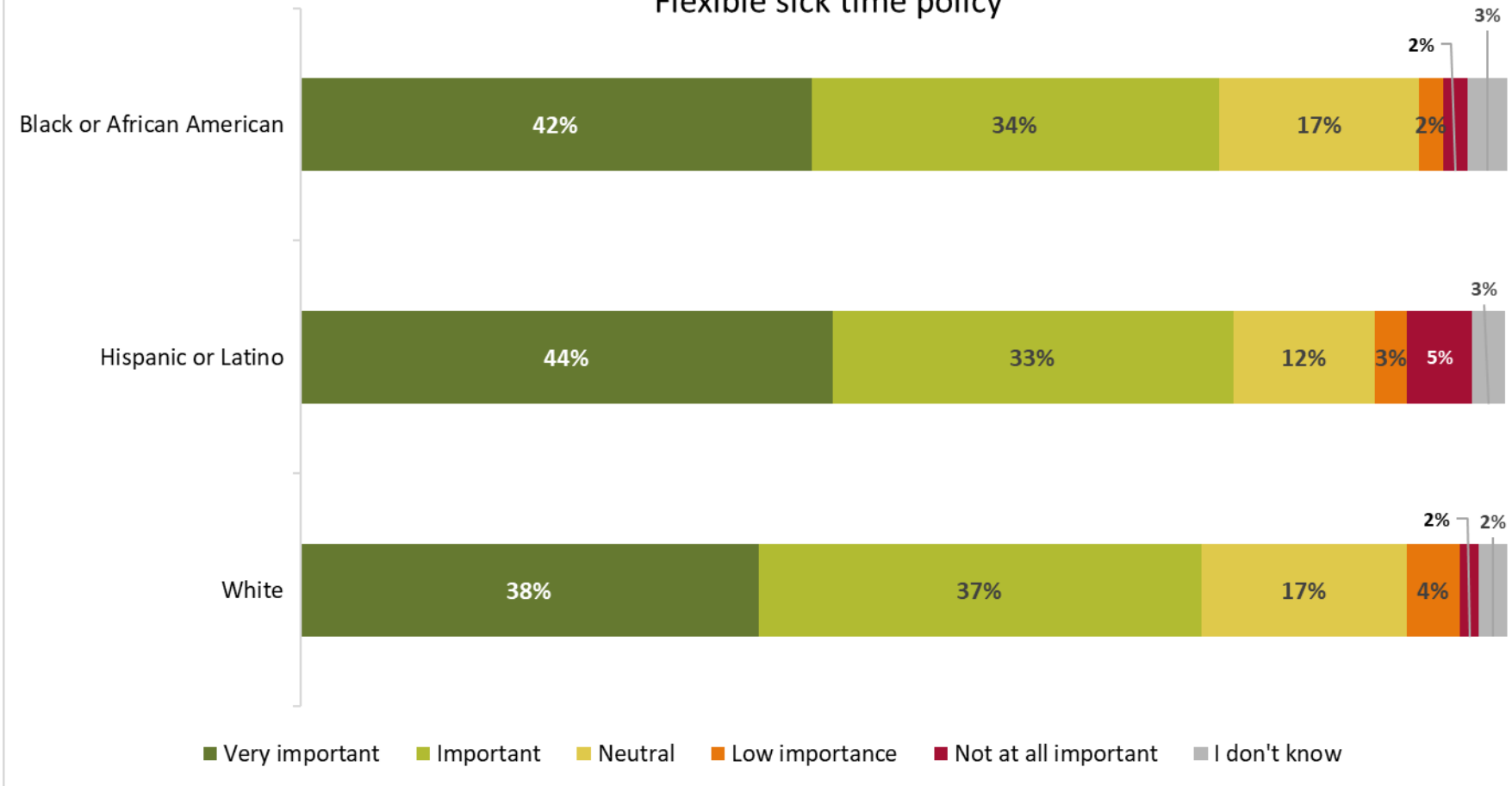
I2: Please rate how important the following factors would be to you if you were to search for another job:
Stable and predictable hours



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

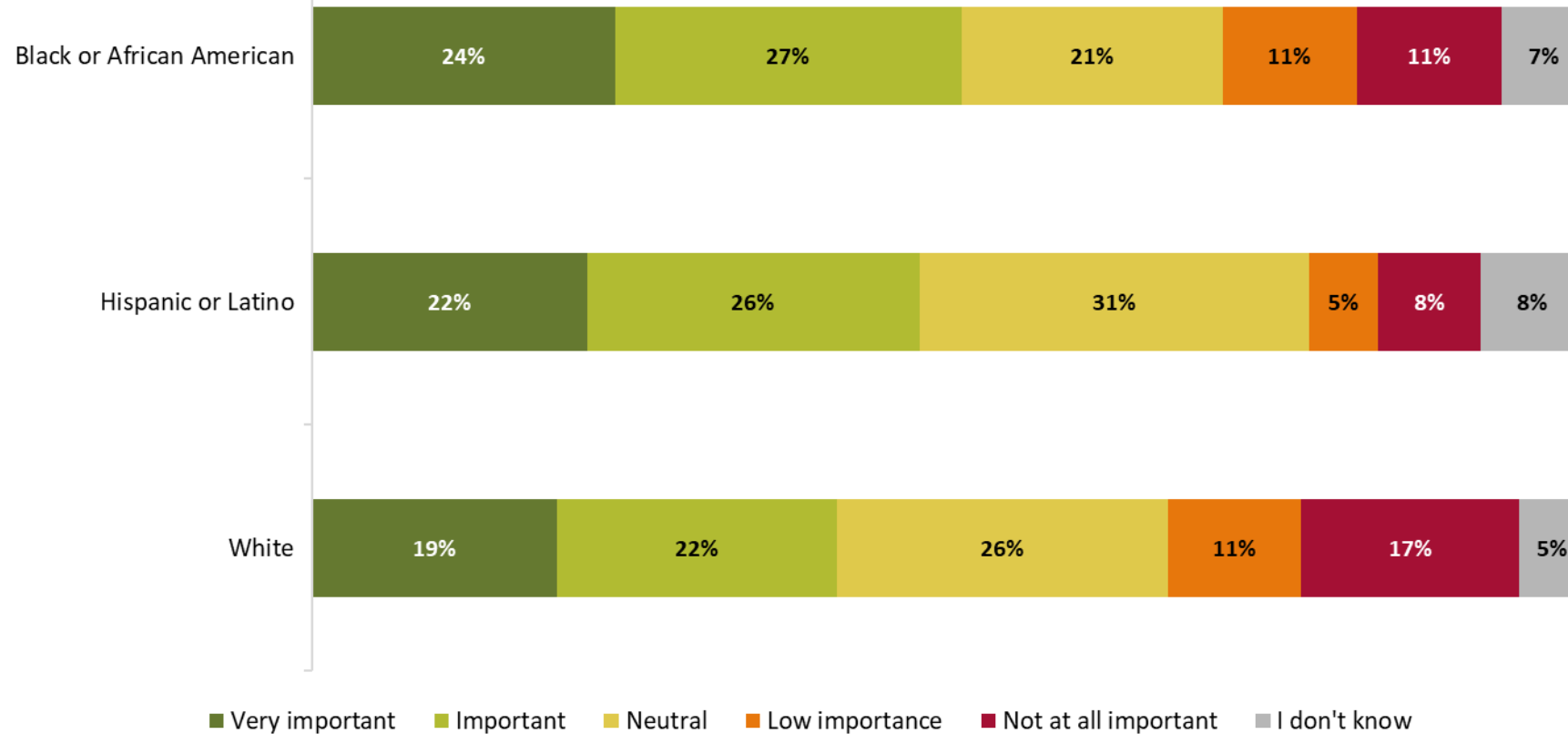
12: Please rate how important the following factors would be to you if you were to search for another job:
Flexible sick time policy



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

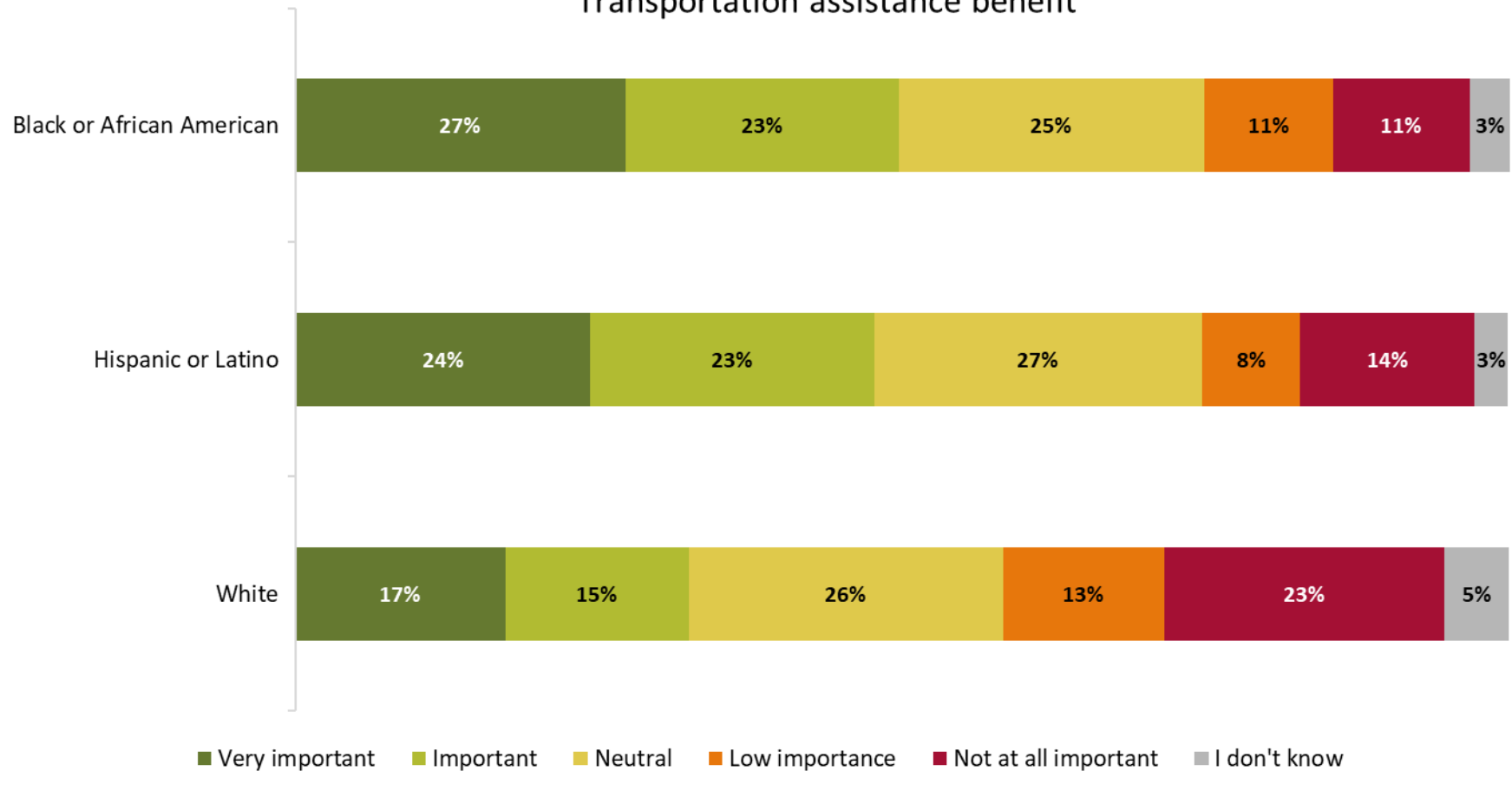
I2: Please rate how important the following factors would be to you if you were to search for another job:
Caregiving assistance benefit



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

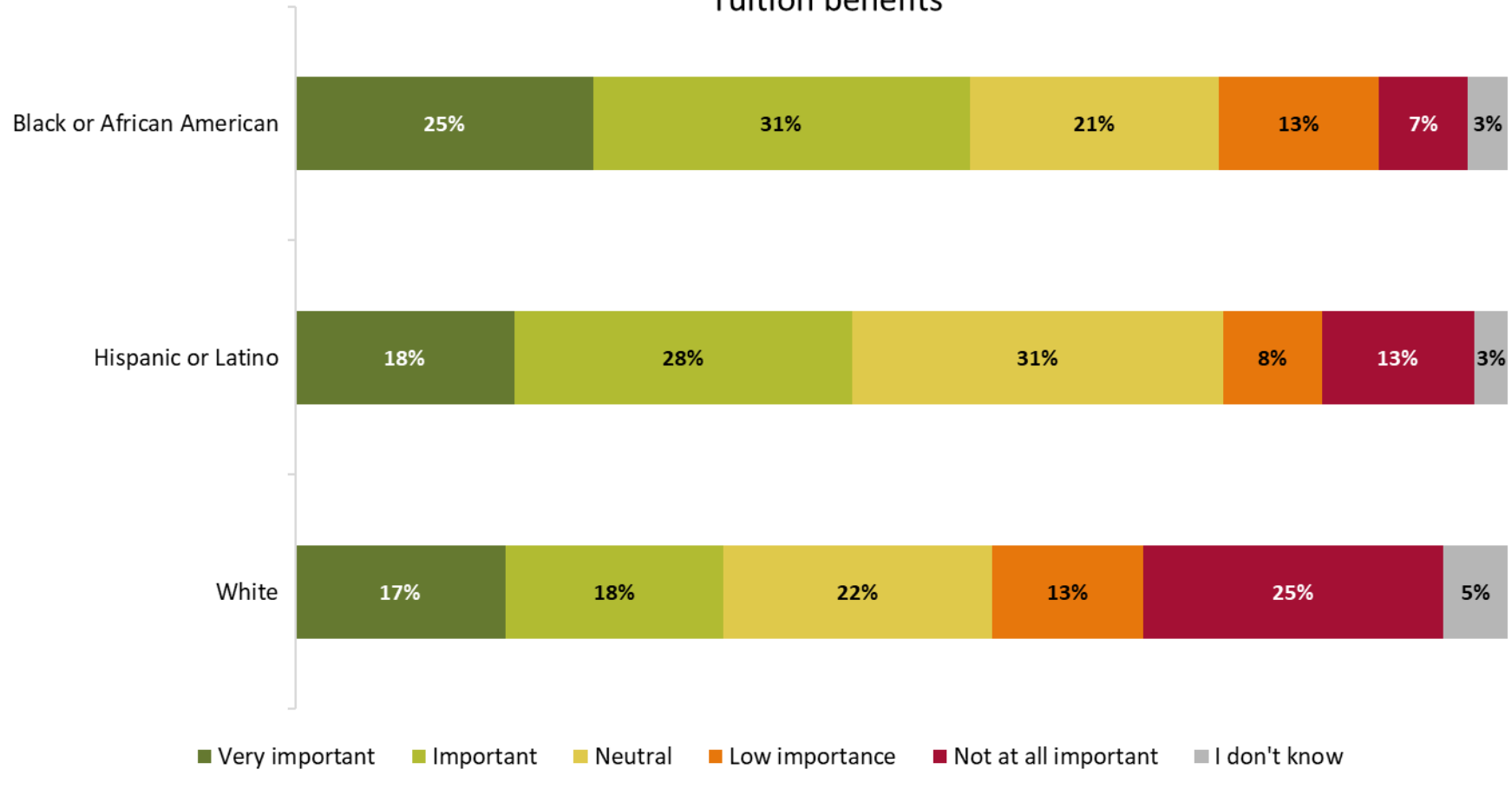
I2: Please rate how important the following factors would be to you if you were to search for another job:
Transportation assistance benefit



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

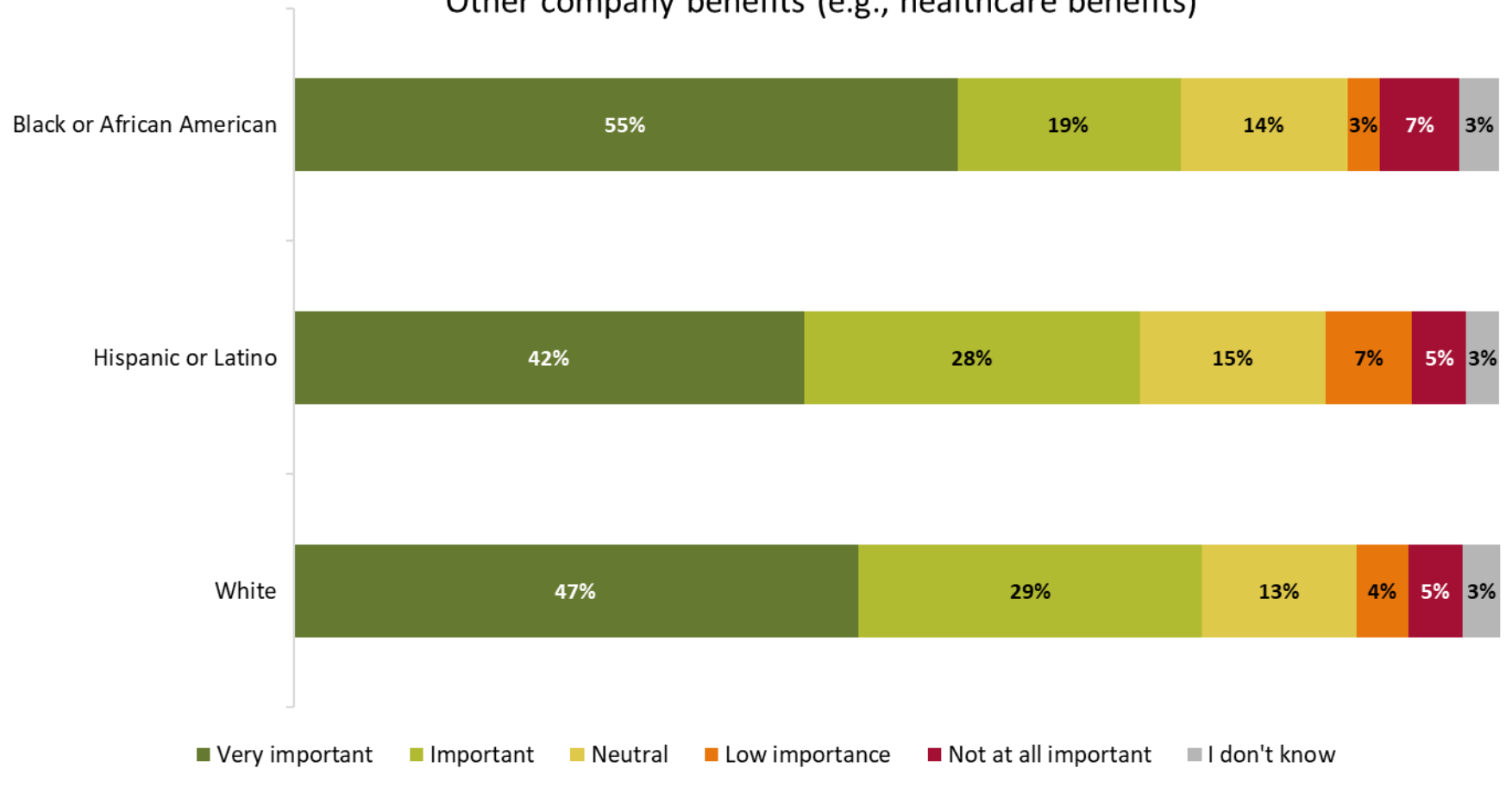
I2: Please rate how important the following factors would be to you if you were to search for another job:
Tuition benefits



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:
Other company benefits (e.g., healthcare benefits)

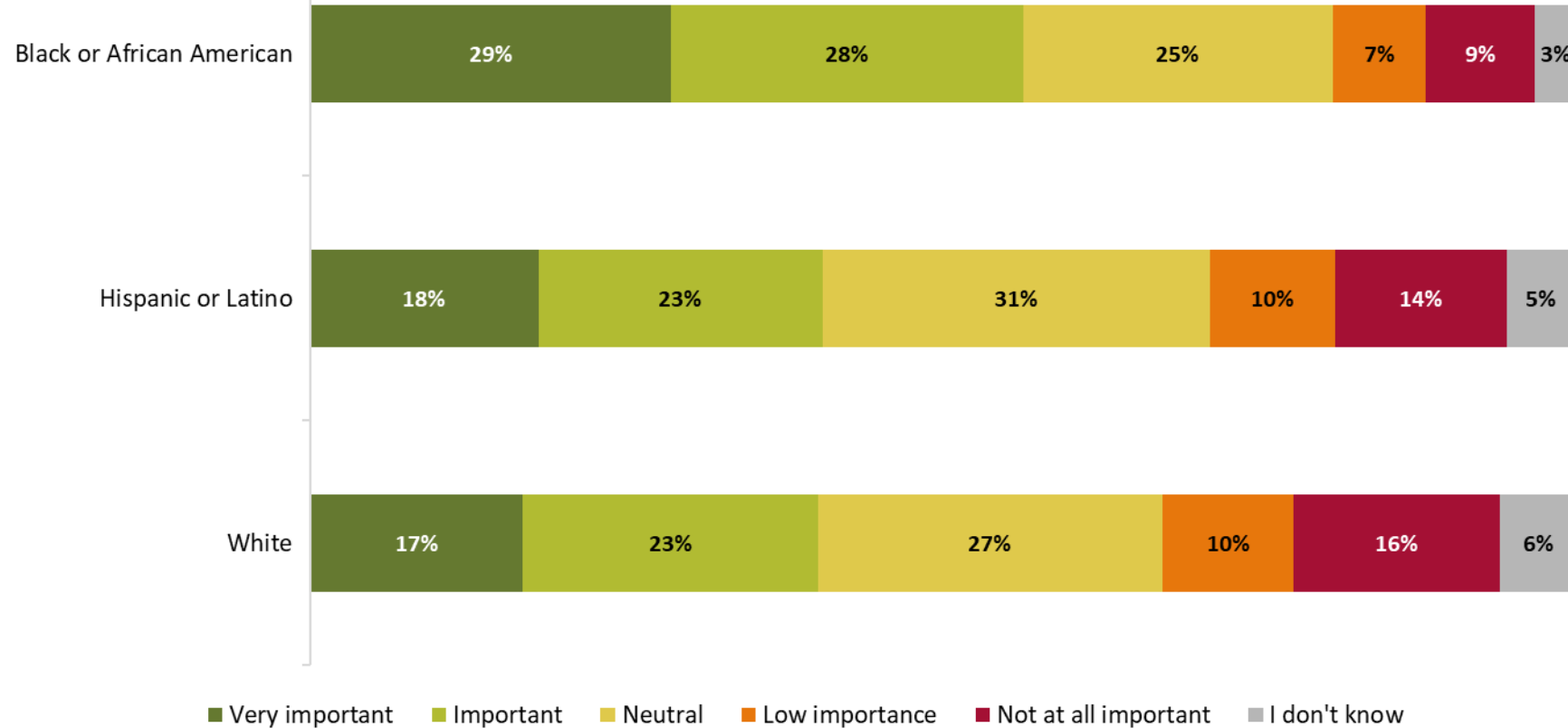


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

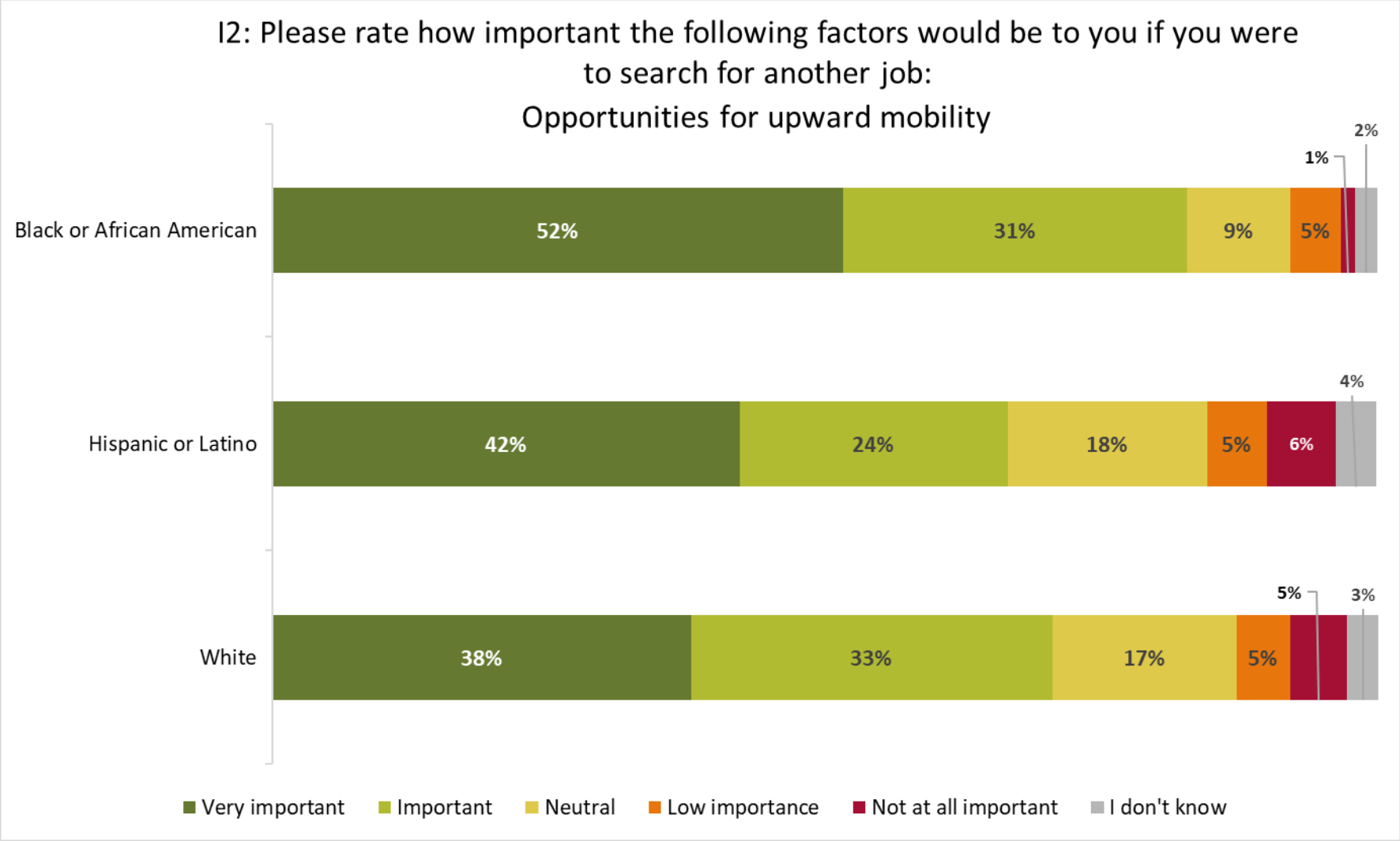
12: Please rate how important the following factors would be to you if you were to search for another job:

Worker stock options program or other worker ownership structure



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

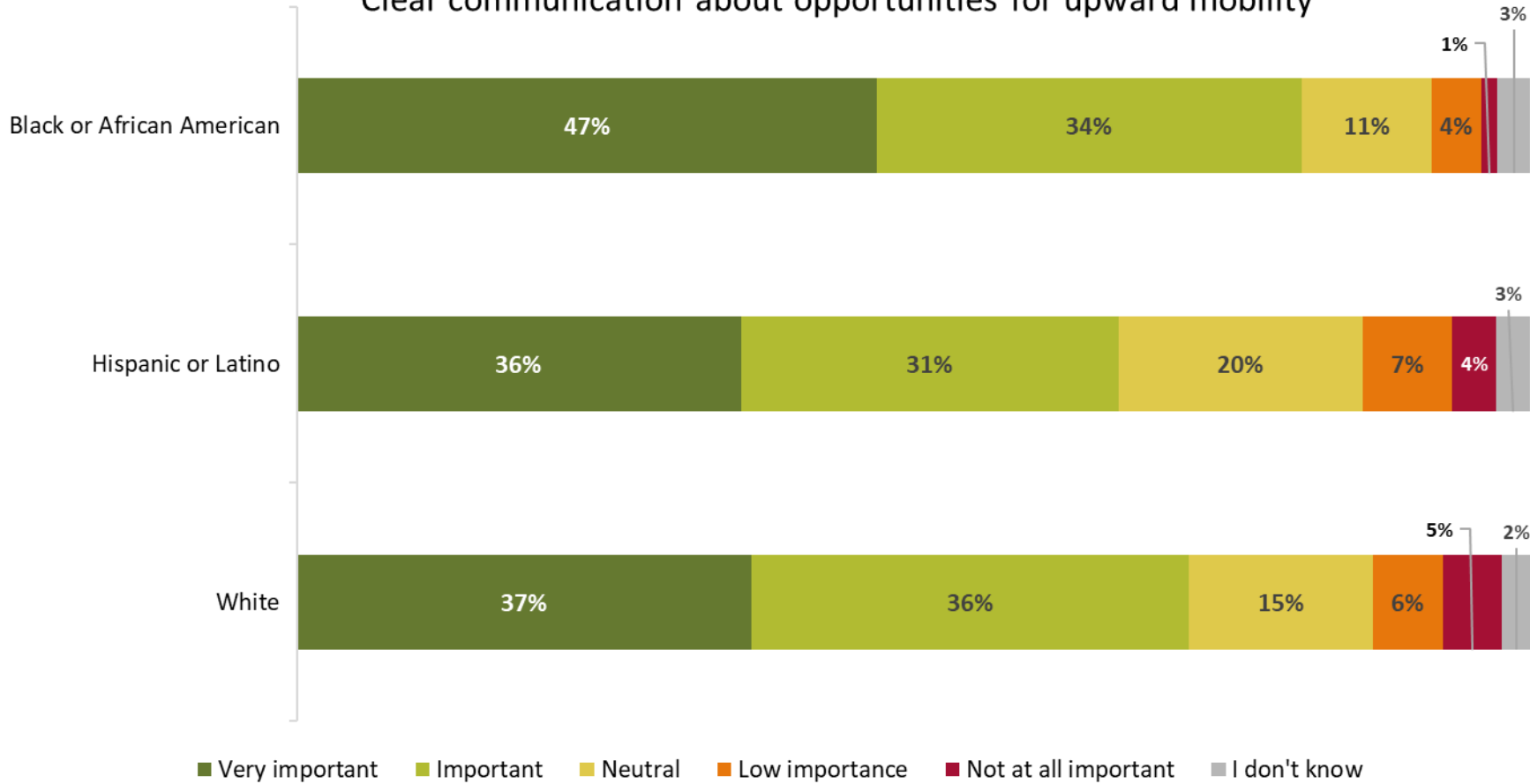


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:

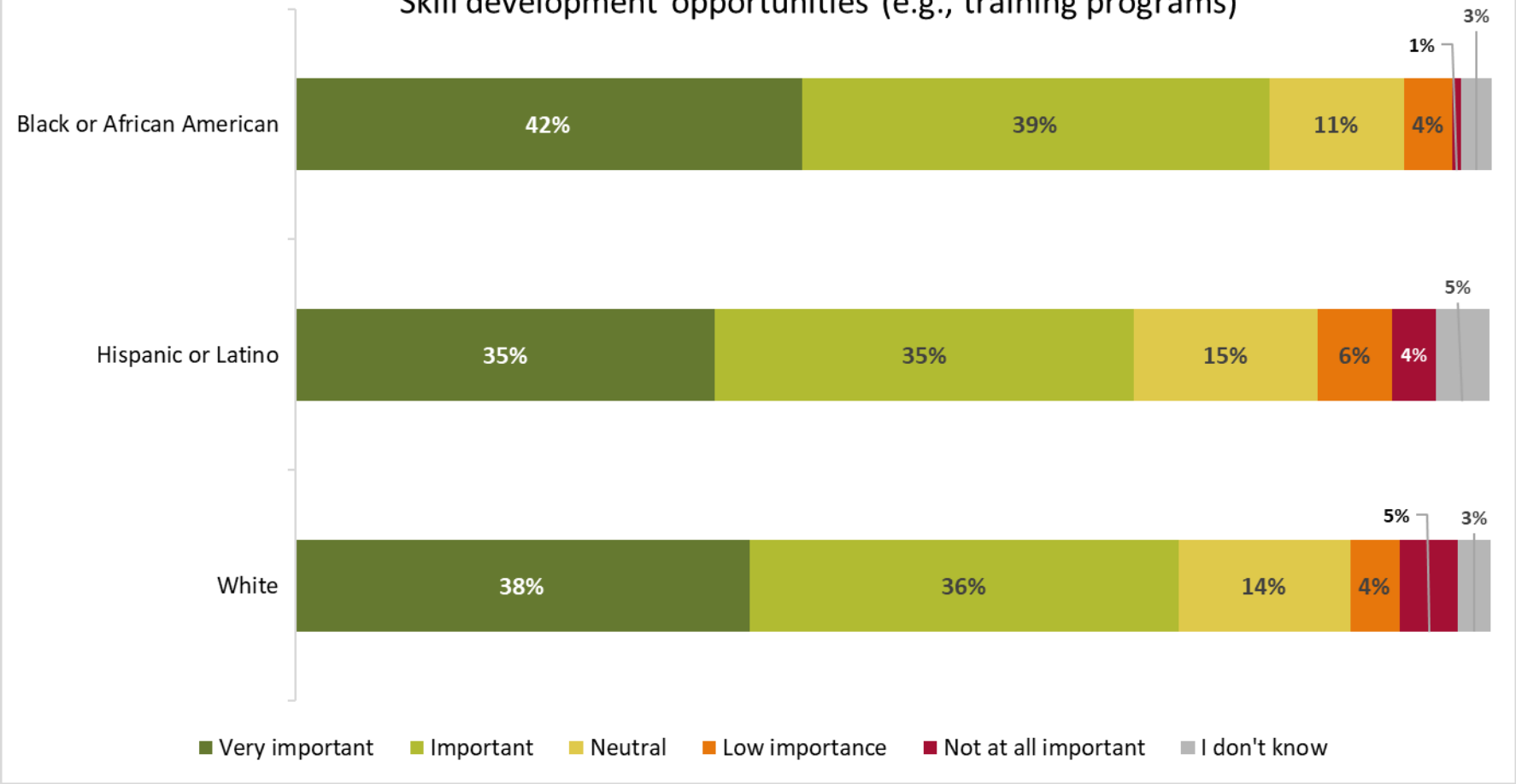
Clear communication about opportunities for upward mobility



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

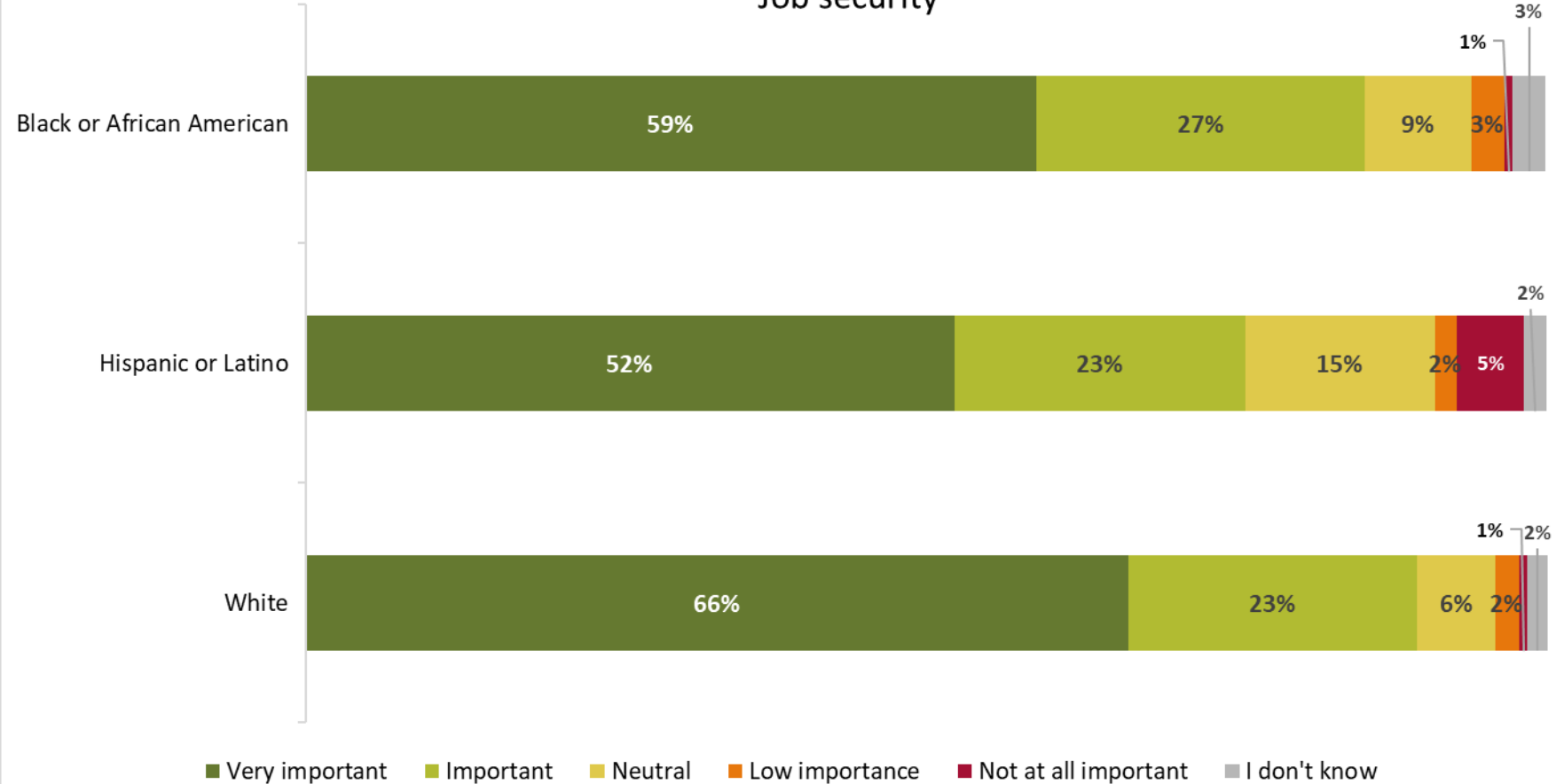
I2: Please rate how important the following factors would be to you if you were to search for another job:
Skill development opportunities (e.g., training programs)



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

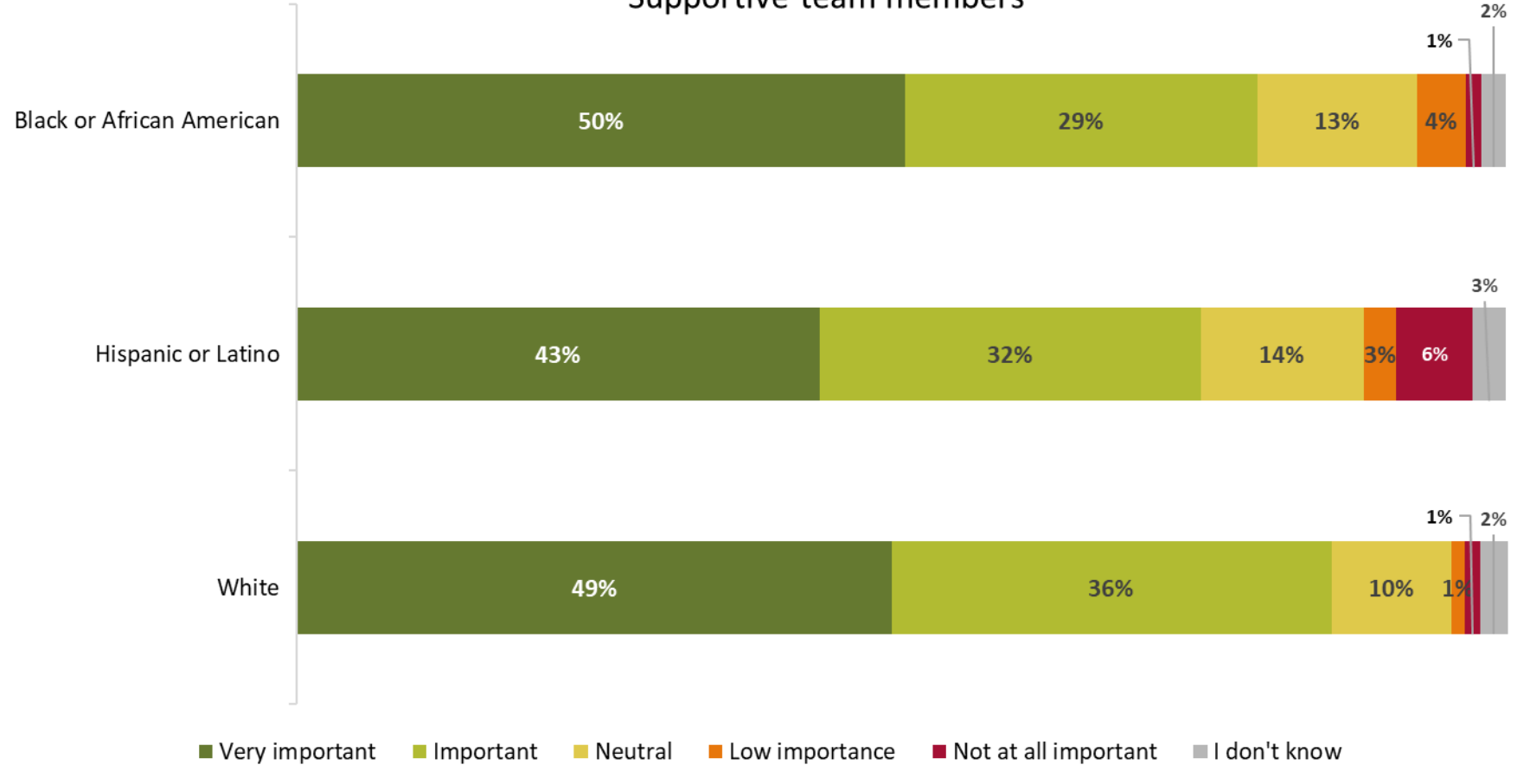
12: Please rate how important the following factors would be to you if you were to search for another job:
Job security



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

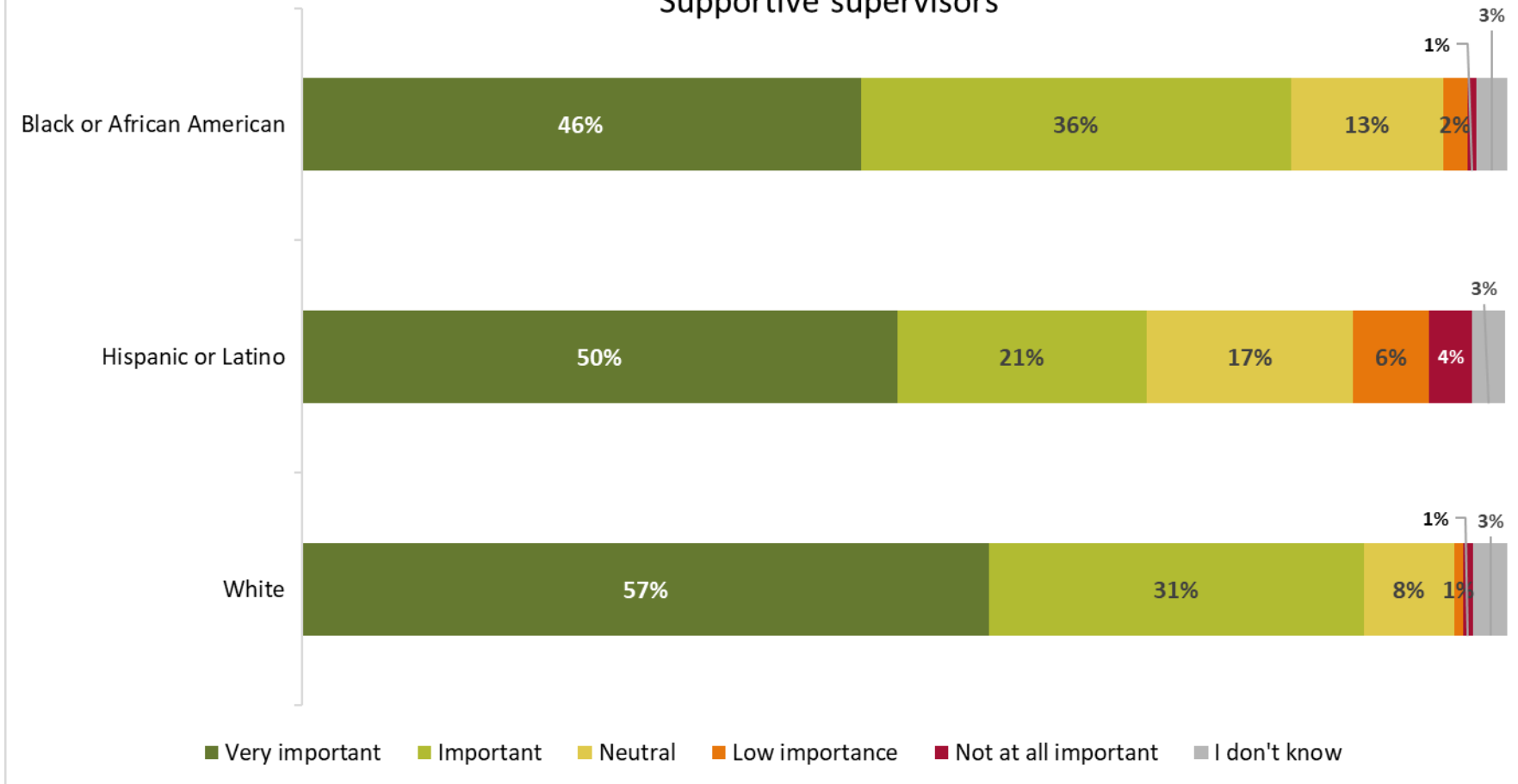
12: Please rate how important the following factors would be to you if you were to search for another job:
Supportive team members



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

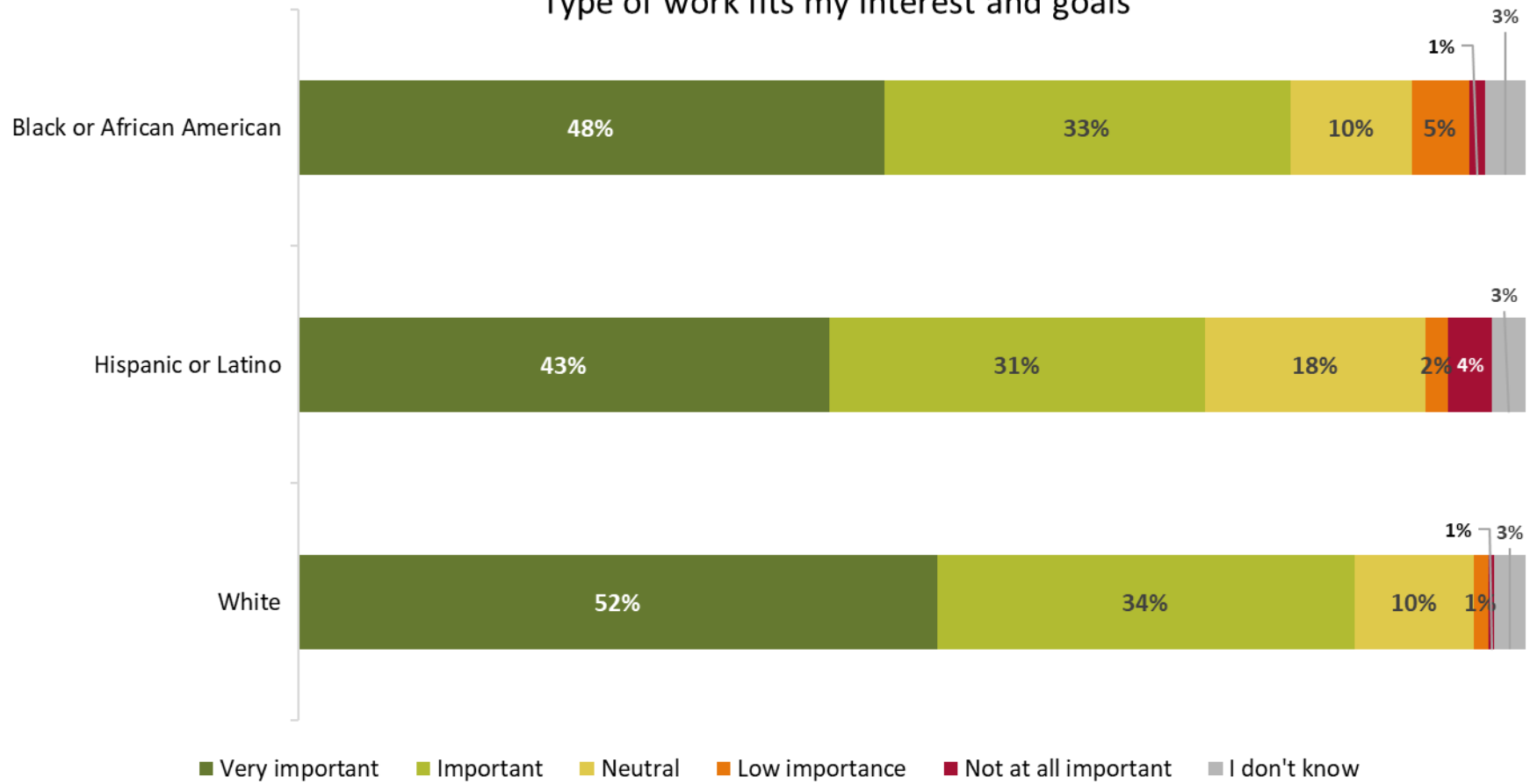
12: Please rate how important the following factors would be to you if you were to search for another job: Supportive supervisors



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

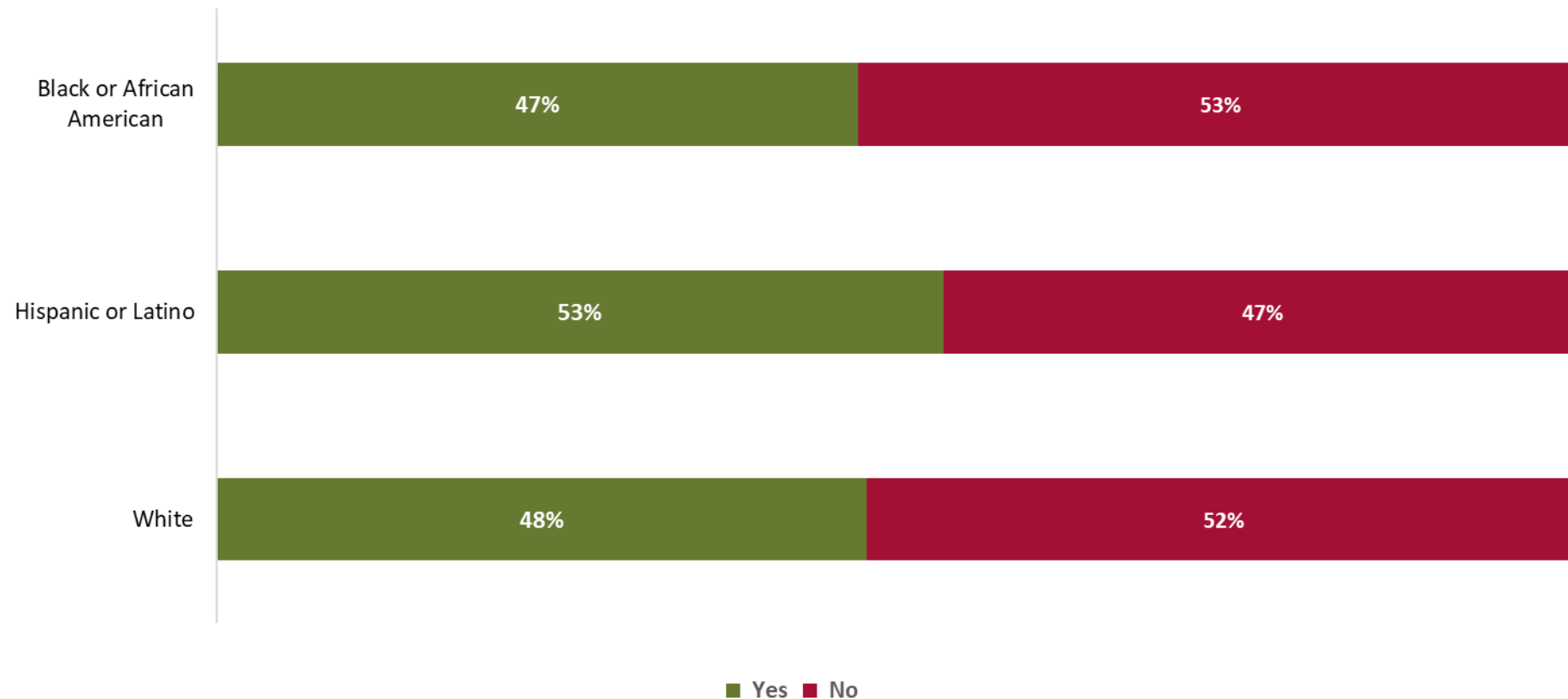
I2: Please rate how important the following factors would be to you if you were to search for another job:
 Type of work fits my interest and goals



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

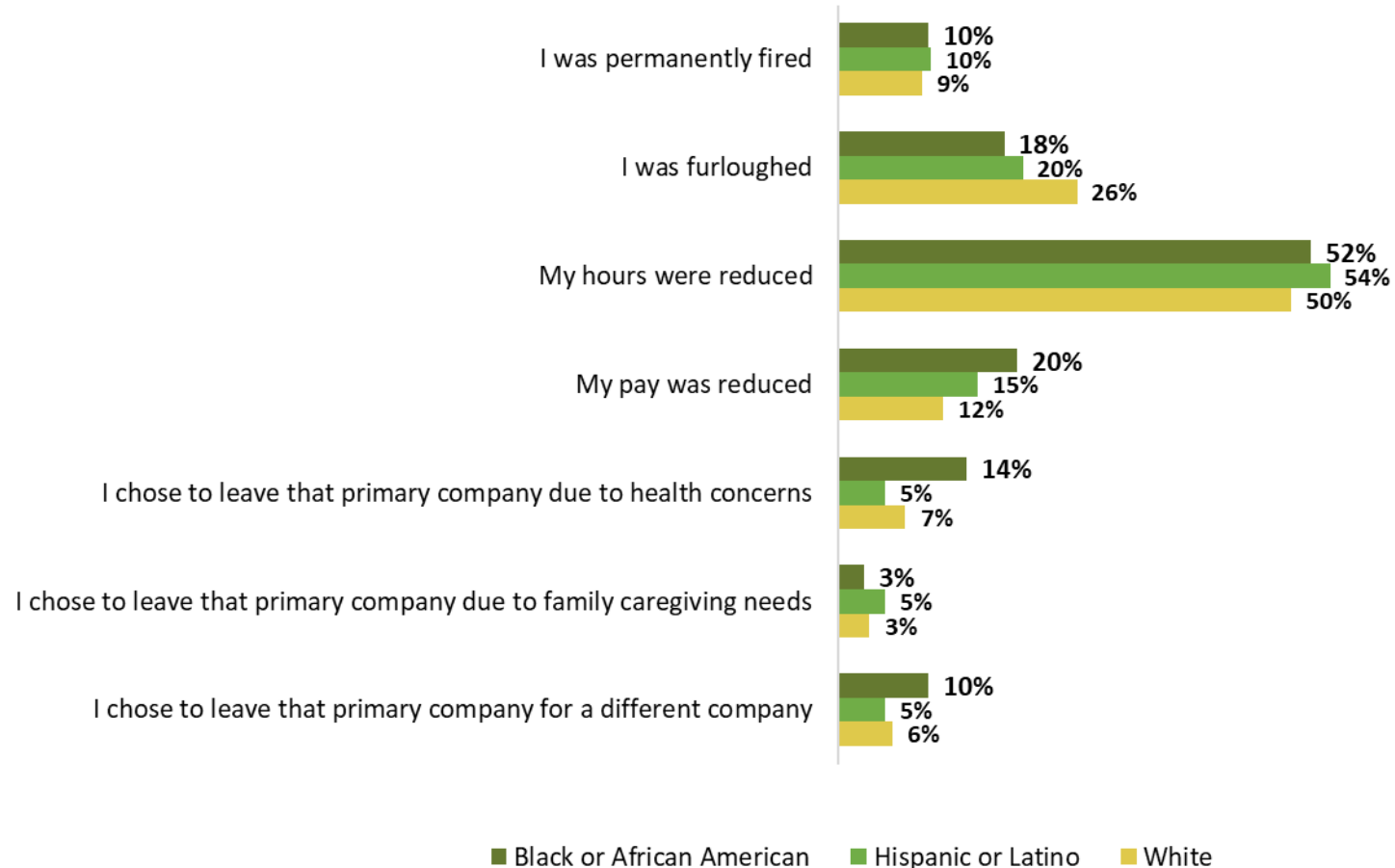
Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I3new: How did your employment at your primary company change between January 2020 and today?

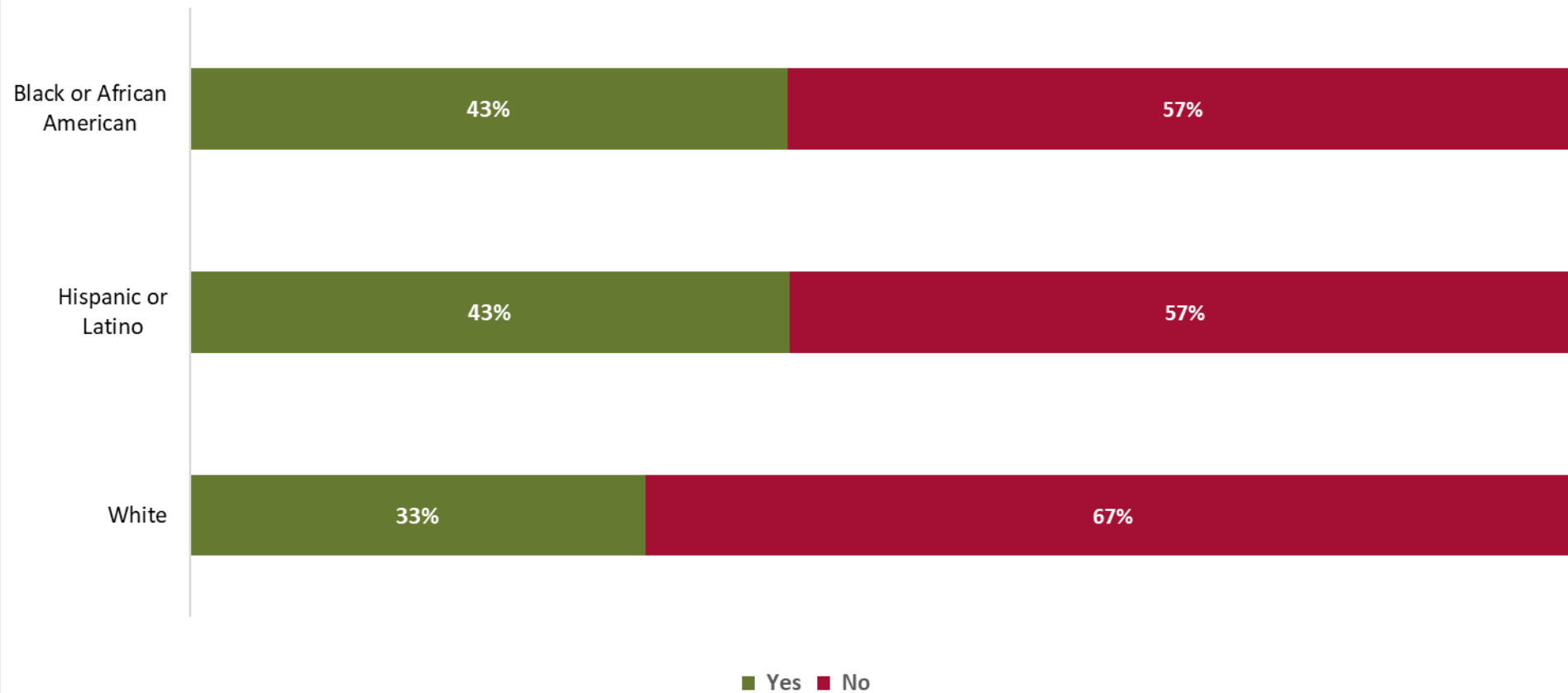


Note: Only respondents whose employment at their primary company changed between January 2020 and today answered this question.

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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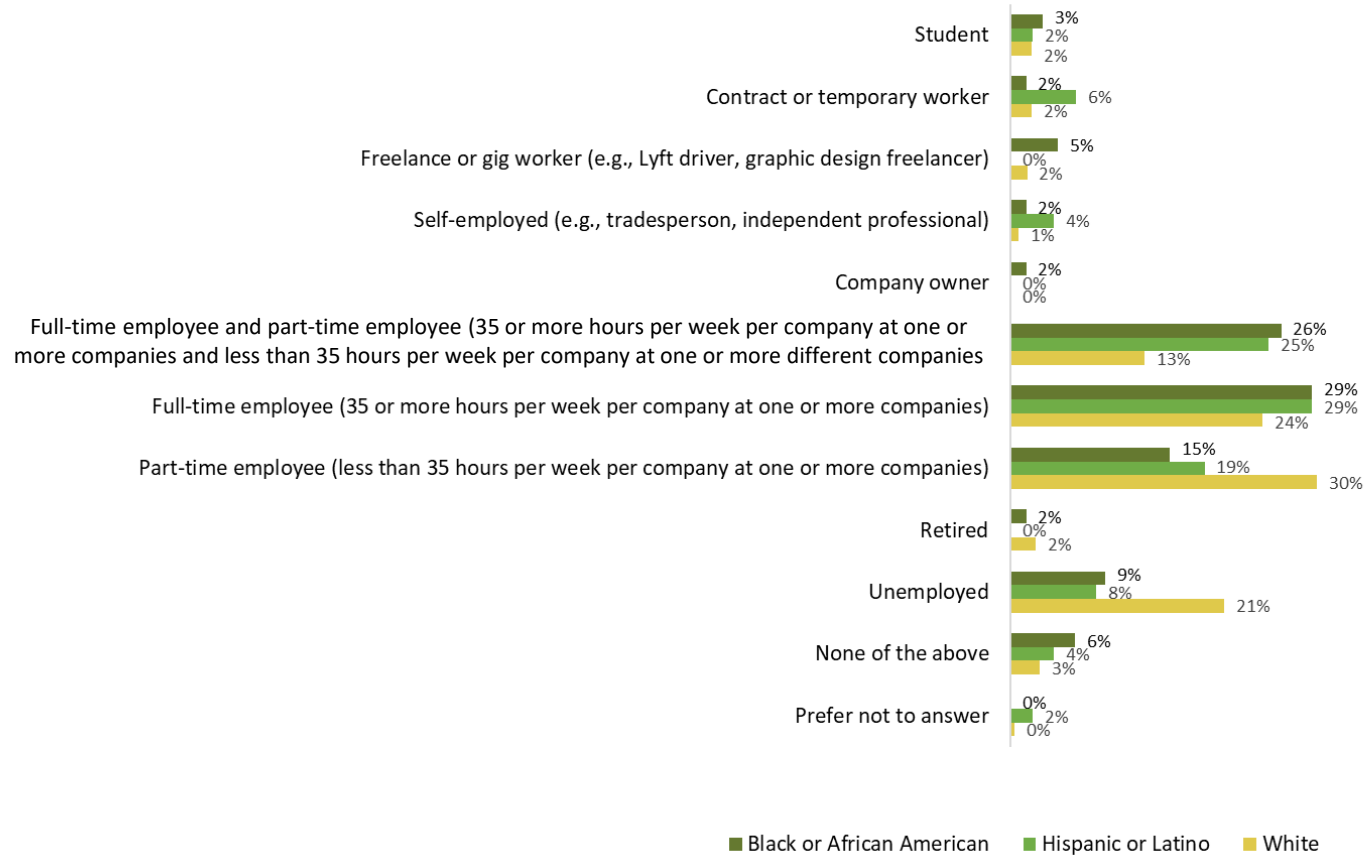
I3: Is your employment status today different from your January 2020 employment as a [A4 RESPONSE]?



Section I

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

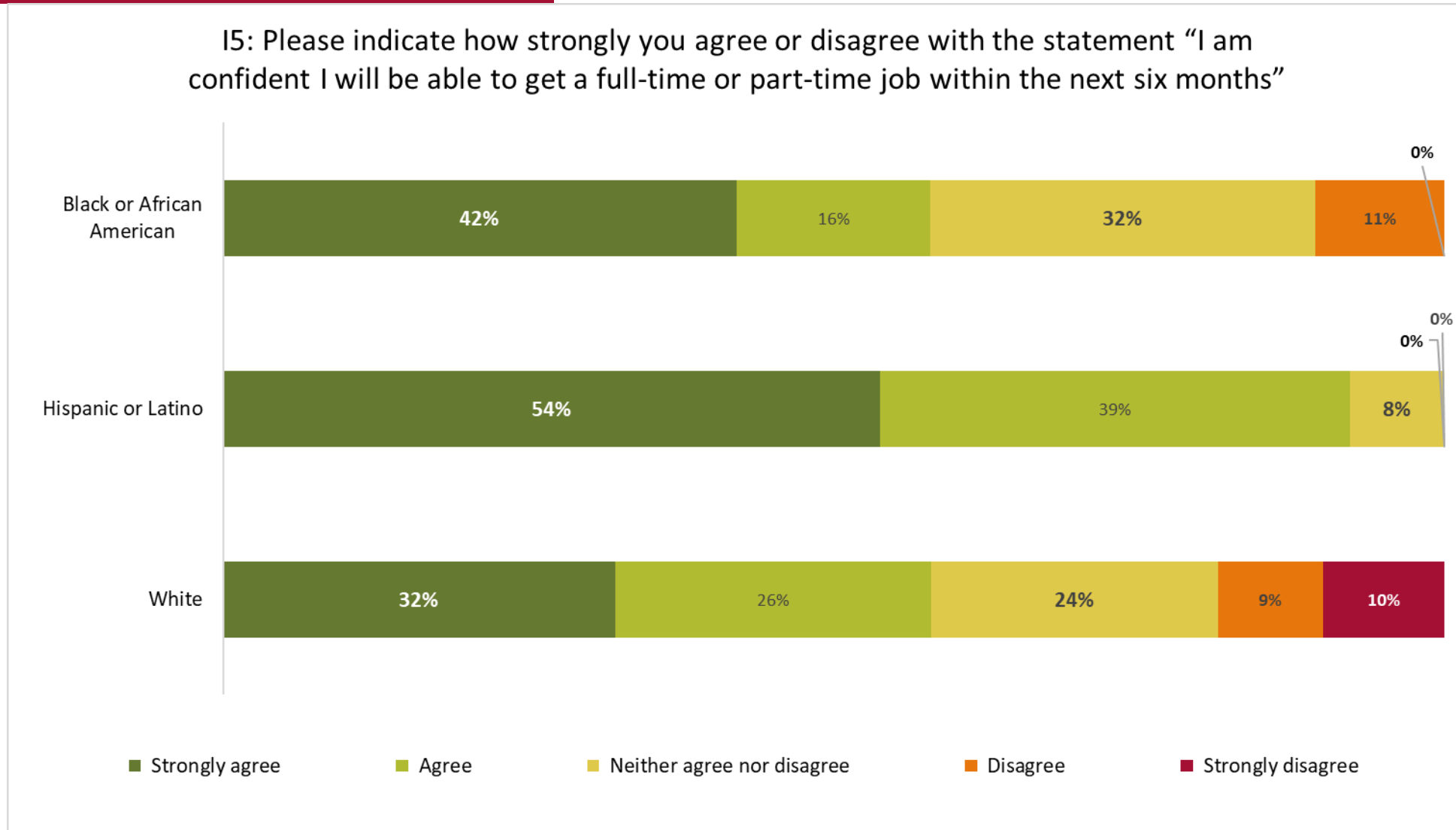
I4: Which of the following best describes your main employment status as of today, when you are filling out this survey?



Note: Only respondents whose employment status changed since January 2020 answered this question.

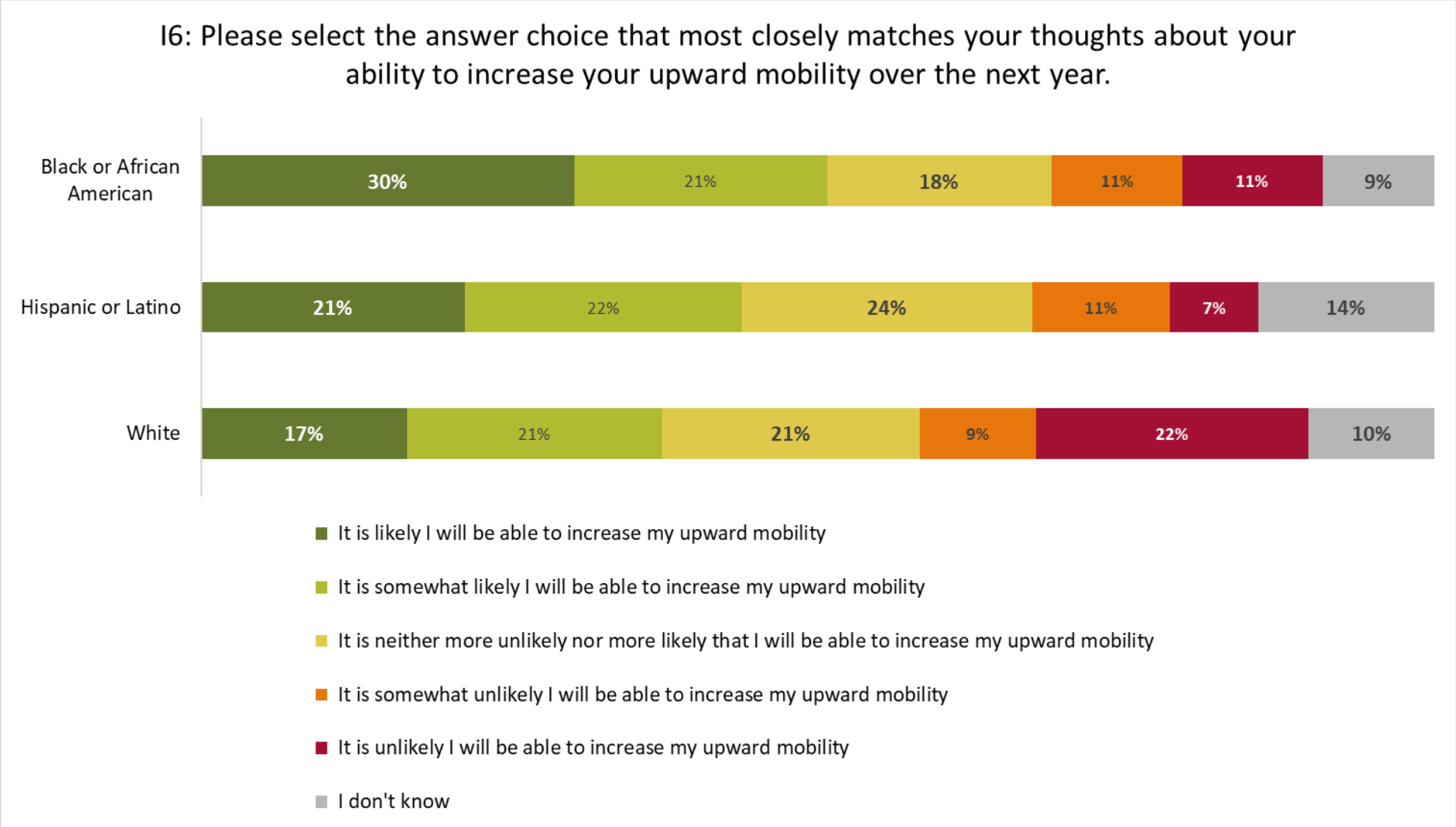
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I



Note: Only respondents who are not currently a full-time and/or part-time employee answered this question.

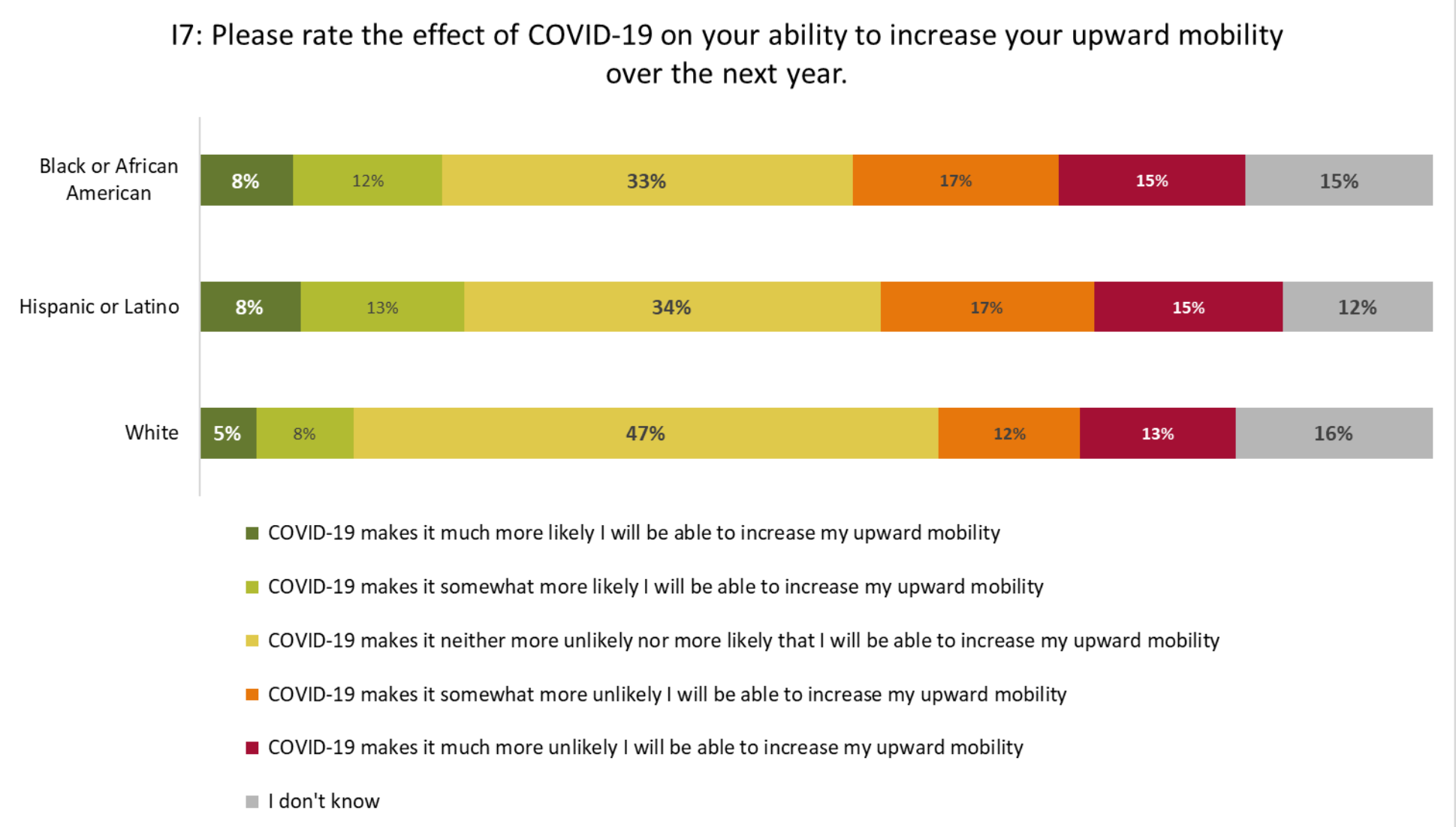
Section I



Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.